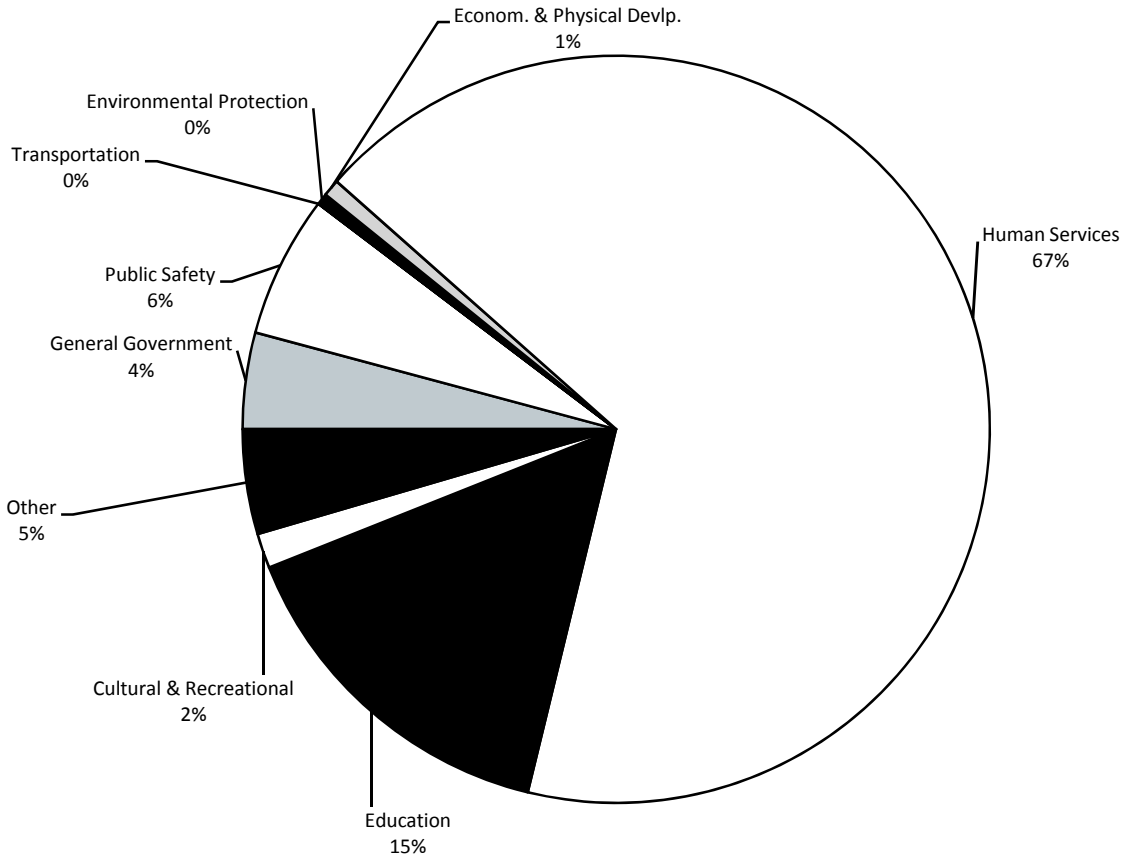


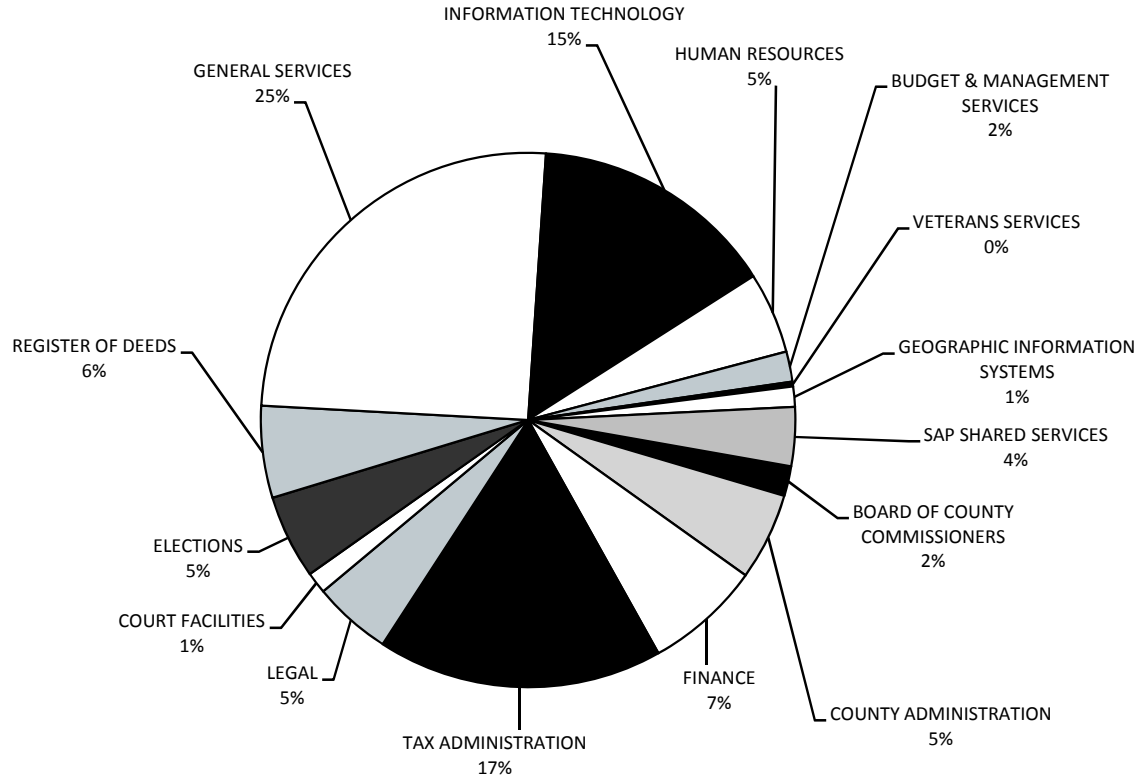
## General Fund Approved Budget



Functional area	2007-2008 Actual Expenditures	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
General Government	\$ 30,808,488	\$ 33,077,416	\$ 31,824,176	\$ 28,467,026	\$29,398,309
Public Safety	\$ 45,692,738	\$ 48,580,049	\$ 46,931,740	\$ 41,570,760	\$43,382,053
Transportation	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$12,500
Environmental Protection	\$ 3,219,466	\$ 3,793,070	\$ 3,736,934	\$ 3,342,119	\$3,464,315
Econom. & Physical Devlp.	\$ 3,811,082	\$ 6,152,321	\$ 5,145,893	\$ 5,115,011	\$5,178,116
Human Services	\$ 404,647,865	\$ 442,777,155	\$ 428,898,127	\$ 479,621,931	\$474,464,053
Education	\$ 102,787,849	\$ 110,014,051	\$ 110,298,164	\$ 111,168,844	\$106,950,853
Cultural & Recreational	\$ 10,504,666	\$ 11,987,936	\$ 11,053,491	\$ 10,382,728	\$10,576,863
Other	\$ 27,474,855	\$ 27,516,857	\$ 23,511,557	\$ 31,961,054	\$31,949,389
<b>Overall Result</b>	<b>\$ 628,959,509</b>	<b>\$ 683,911,355</b>	<b>\$ 661,412,582</b>	<b>\$ 711,641,973</b>	<b>\$ 705,376,451</b>

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## General Government Approved Budget



Business area	2007-2008 Actual Expenditures	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
BOARD OF COUNTY COMMISSIONERS	\$ 575,958	\$ 634,989	\$ 617,451	\$ 513,119	\$559,819
COUNTY ADMINISTRATION	\$ 1,418,423	\$ 1,812,776	\$ 1,623,504	\$ 1,508,671	\$1,523,035
FINANCE	\$ 2,064,804	\$ 2,268,308	\$ 2,177,229	\$ 1,993,324	\$2,082,779
TAX ADMINISTRATION	\$ 6,447,885	\$ 5,933,658	\$ 5,963,756	\$ 4,922,037	\$5,017,489
LEGAL	\$ 1,472,392	\$ 1,585,898	\$ 1,514,053	\$ 1,350,243	\$1,558,442
COURT FACILITIES	\$ 470,337	\$ 383,004	\$ 367,840	\$ 370,171	\$383,145
ELECTIONS	\$ 1,161,640	\$ 1,243,449	\$ 1,429,713	\$ 1,449,000	\$1,449,000
REGISTER OF DEEDS	\$ 1,640,218	\$ 1,807,434	\$ 1,751,431	\$ 1,579,686	\$1,612,591
GENERAL SERVICES	\$ 7,874,937	\$ 8,232,265	\$ 7,830,396	\$ 7,177,269	\$7,400,920
INFORMATION TECHNOLOGY	\$ 4,043,006	\$ 4,759,454	\$ 4,275,304	\$ 4,238,014	\$4,289,726
HUMAN RESOURCES	\$ 1,817,514	\$ 2,037,624	\$ 2,154,367	\$ 1,401,038	\$1,445,628
BUDGET & MANAGEMENT SERVICES	\$ 534,524	\$ 598,562	\$ 531,449	\$ 518,372	\$518,372
VETERANS SERVICES	\$ 81,273	\$ 105,618	\$ 103,605	\$ 83,788	\$96,337
GEOGRAPHIC INFORMATION SYSTEMS	\$ 392,232	\$ 368,570	\$ 368,570	\$ 346,799	\$341,932
SAP SHARED SERVICES	\$ 813,345	\$ 1,305,807	\$ 1,115,508	\$ 1,015,495	\$1,103,597
<b>Overall Result</b>	<b>\$ 30,808,488</b>	<b>\$ 33,077,416</b>	<b>\$ 31,824,176</b>	<b>\$ 28,467,026</b>	<b>\$ 29,382,812</b>

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# Board of County Commissioners

Business Area: 4110

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$317,765	\$343,073	\$333,073	\$292,415	\$292,415
Operating	\$258,193	\$291,916	\$284,378	\$220,704	\$267,404
<b>Total Expenditures</b>	<b>\$575,958</b>	<b>\$634,989</b>	<b>\$617,451</b>	<b>\$513,119</b>	<b>\$559,819</b>
▽ <i>Revenues</i>					
Service Charges	\$40	\$2,000	\$0	\$2,000	\$2,000
<b>Total Revenues</b>	<b>\$40</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Net Expenditures</b>	<b>\$575,918</b>	<b>\$632,989</b>	<b>\$617,451</b>	<b>\$511,119</b>	<b>\$557,819</b>
FTEs	3.00	3.00	3.00	3.00	3.00

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# BOARD OF COUNTY COMMISSIONERS

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## MISSION

The mission of Durham County government is to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

## PROGRAM DESCRIPTION

The Durham County Board of County Commissioners is the county's legislative and policy-making body, consisting of five members serving four-year terms. The Board is elected at-large by a countywide election in November of even-numbered years. Major duties include adoption of the annual budget, establishment of the annual tax rate, appointment of various officials, enactment of policies concerning the operation of the county, and enactment of local ordinances. Also, the Board has authority to call bond referendums.

## 2008-09 ACCOMPLISHMENTS

- Durham County achieved a record-setting tax collection rate of 98.87%, giving the county the second highest collections rate among the state's 10 largest counties.
- The Tax Office also made significant upgrades in the area of customer service by adding a new Tax Kiosk at Northgate Mall that accepts cash, credit and debit payments. This kiosk, the first of its kind in North Carolina, offers residents a convenient method to pay taxes and renew motor vehicle registrations. A second kiosk also is located in the Tax Office.
- Early in 2008, just before the economic downturn, Durham County helped to facilitate a \$300 million expansion of the Merck Pharmaceutical plant in northern Durham County as well as a new \$363 million IBM Data Services facility. The Board approved \$750,000 in economic incentives for the data center. In fall 2008, Greenfire Development received the support of the Board for a public-private partnership to support a parking facility to go near the planned Justice Center to help spur downtown development.
- With the support of the Board of County Commissioners' initial investment of \$488,594, Project Access was launched in July 2008 to help uninsured Lincoln Community Health Center patients gain access to specialty care. A broad network of specialty physicians, including cardiologists and oncologists, along with pharmacists and other health providers, volunteer their time to see patients in need of services. The good news is that this program is working very well, and low income, uninsured patients are getting help with managing debilitating chronic diseases.
- The Durham Center opened a new state-of-the-art, 16-bed health care facility in July 2008 to provide effective, community-based treatment and services for Durham County's citizens in crisis. Durham Center Access, located at 309 Crutchfield Street near Durham Regional Hospital, helps residents experiencing a mental health, developmental disability or substance abuse crisis gain access to services to help achieve stabilization, ongoing treatment and support. Patients with an emergency can take advantage of the walk-in crisis emergency unit available 24 hours a day.
- Durham County's Department of Social Services (DSS) received a Ketner Award for the Guardianship Assistance Program by the North Carolina Association of County Commissioners and a Best Practice Award from the North Carolina Association of County Directors of Social Services for the same program.
- Several major bond projects for Durham Public Schools were completed during the period. The \$8.3 million renovation of Fayetteville Street School was completed with funds from the 2003 bond vote. It includes a new media center, art room, a computer and music room and extensive classroom changes.
- Lowe's Grove Middle School received \$10 million in extensive renovations, including new ceilings, solid wall room dividers, major athletic field upgrades and other site improvements.
- The historic Durham School of the Arts received a \$6 million upgrade, including a new classroom structure to house two grade levels formerly located in the old Carr Building, along with a new commons area that connects the existing lobby of the Weaver Auditorium and the media center.
- The new Spring Valley Elementary School was opened in January 2009 to relieve overcrowding at Oak Grove Elementary School. The school features a wooded setting and the structure is Leadership in Energy and Environmental Design (LEED) certified in keeping with sustainability goals in Durham County.

# Board of County Commissioners

Funds Center: 4110110000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>▽ Expenditures</b>					
Personnel	\$129,913	\$143,397	\$144,059	\$103,853	\$103,853
Operating	\$34,085	\$48,842	\$41,495	\$149,539	\$179,821
<b>Total Expenditures</b>	<b>\$163,998</b>	<b>\$192,239</b>	<b>\$185,554</b>	<b>\$253,392</b>	<b>\$283,674</b>
<b>▽ Revenues</b>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$163,998</b>	<b>\$192,239</b>	<b>\$185,554</b>	<b>\$253,392</b>	<b>\$283,674</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## 2008-09 ACCOMPLISHMENTS (continued)

- Durham County's Library system continued its planned expansion. The Southwest Branch closed for renovations and will reopen as an expanded, full-service library with 25,000 square feet. A groundbreaking was held in November for the new South Regional Library, which is located diagonally across from Lowe's Grove Middle School.
- Durham County's first energy fair was held for employees and the public, featuring displays from local businesses and organizations on how energy can be used. Durham's Sustainability Manager continues to make progress in implementing initiatives to support Durham's comprehensive plan and to reduce greenhouse gases.
- In another initiative, more than 1,700 compact florescent light bulbs were distributed to both city and county employees as part of Durham's Energy Pledge Drive to help increase awareness of energy reduction beyond the workplace.
- The Board of County Commissioners also approved increased funding for employee bus passes to help encourage the use of mass transit, in keeping with the Sustainability Plan.
- As part of a regional collaborative, Durham County purchased the Hollow Rock access area, a 1-acre tract, from Duke University. More than 105 acres of permanent open space has been protected as part of this project located in Durham and Orange counties. Other partners include the City of Durham, Town of Chapel Hill, Triangle Land Conservancy, Erwin Area Neighborhood Group and the Clean Water Management Trust Fund.
- In October 2008, the Board of County Commissioners adopted a High Performance Building Policy to mandate that new county buildings be constructed to meet Leadership in Energy and Environmental Design (LEED) certifications.

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# CLERK TO THE BOARD

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## MISSION

The mission of the Clerk to the Board is to provide an official, historical record for present and future generations; to provide the Commissioners a guided focus and direction through agendas; and to provide citizen participation and involvement in county government.

## PROGRAM DESCRIPTION

The Durham County Clerk serves primarily as Board secretary by preparing, maintaining, researching and transmitting minutes of official Board proceedings. The Clerk also maintains the ordinance book (and other documents required by the North Carolina General Statutes) and assists Board members with correspondence, travel arrangements and information requests.

The Clerk's Office is open to the public Monday through Friday from 8:30 a.m. to 5:00 p.m., excluding holidays. The office is located in the Durham County Government Administrative Complex. The public may request and receive information from this office.

## 2008-09 ACCOMPLISHMENTS

- Full implementation of the new audio/video equipment in the Commissioners' Chambers; transcribe minutes from digital media files.
- Utilization of the Granicus software and web streaming. The public is able to view Board of County Commissioners' meetings online. Videos also are archived on the county's website.
- Continuing to upload the Durham County TV Show and Board of County Commissioners' special sessions to the county's website.
- Submission of a weekly Commissioners' meeting calendar to the Commissioners.
- Updating the Board of County Commissioners' and Clerk to the Board's Internet web pages to reflect current and archived meeting agendas, upcoming land use items, and board and commission minutes.
- Advertising of board/commission vacancies expanded to the Volunteer Center of Durham and the county's listserv.
- A more refined board/commission appointment process.
- Hosting of Crime Cabinet meetings.
- In the process of moving to an electronic filing system for board/commission applications, contracts, interlocals/agreements, etc.
- Coordinated the upgrades to the Commissioners' Chambers and Conference Room.
- Two-week turnaround time for minutes.
- Indexing of meeting minutes (up-to-date).
- Ordinance book is up-to-date.

## 2009-10 HIGHLIGHTS

- Approved budget allows the Clerk to the Board to maintain current service levels.



# Clerk to the Board

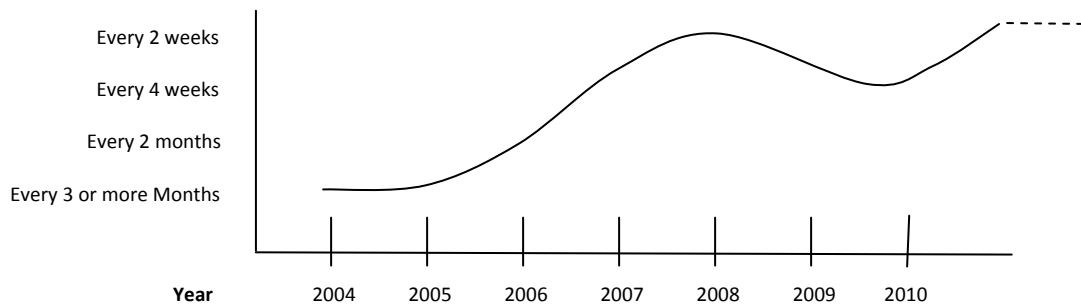
Funds Center: 4110115000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$187,852	\$199,676	\$189,014	\$188,562	\$188,562
Operating	\$224,108	\$243,074	\$242,883	\$71,165	\$87,583
<b>Total Expenditures</b>	<b>\$411,960</b>	<b>\$442,750</b>	<b>\$431,897</b>	<b>\$259,727</b>	<b>\$276,145</b>
<b>Revenues</b>					
Service Charges	\$40	\$2,000	\$0	\$2,000	\$2,000
<b>Total Revenues</b>	<b>\$40</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Net Expenditures</b>	<b>\$411,920</b>	<b>\$440,750</b>	<b>\$431,897</b>	<b>\$257,727</b>	<b>\$274,145</b>
FTEs	3.00	3.00	3.00	3.00	3.00

## 2009-10 PERFORMANCE MEASURES

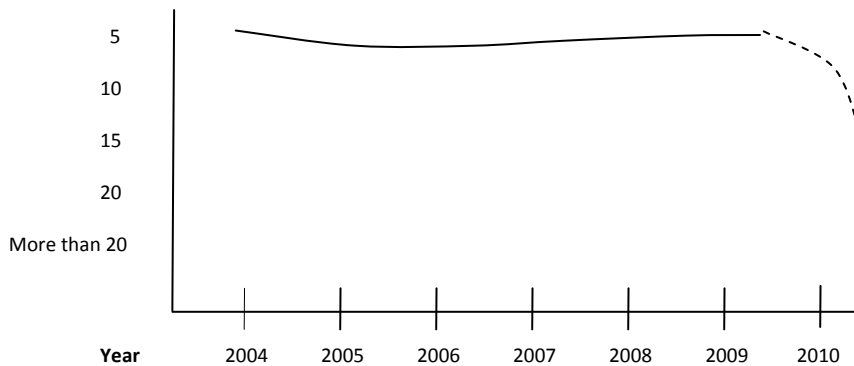
### Performance Measure 1: Submitting Minutes for Board Approval

#### Frequency of Submissions

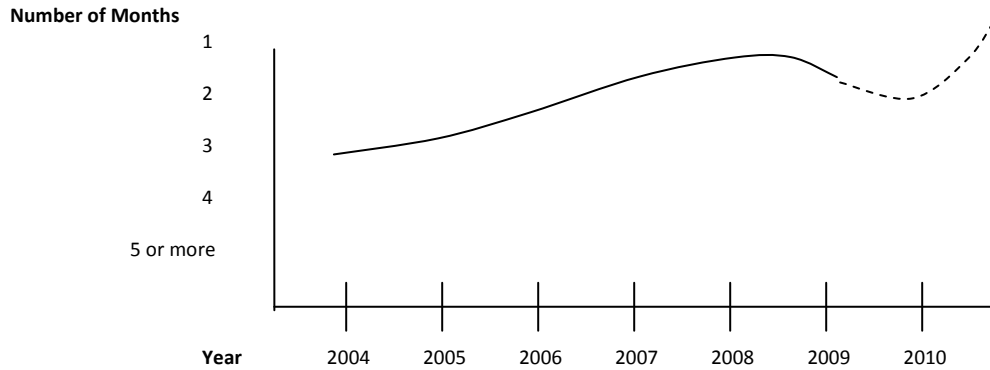


### Performance Measure 2: Number of Departments Submitting Agenda Items On or Before Due Date

#### Number of Departments



**Performance Measure 3:** Number of Months Before Vacant Positions are Filled in the Adult Care Home Community Advisory Committee



**Story Behind the Last Two Years of Performance**

- Competent and efficient staff in department
- Telecommuting
- New DVD player installed to allow meetings and shows to be uploaded to the county's website without being live-streamed

**Strategies: What do you propose to do to improve program performance?**

- Broaden advertisements (i.e. multiple areas on county website, amongst boards/commissions, post on bulletin boards, word of mouth)
- Educate departments about the agenda process and the importance of meeting deadlines
- Communicate more with board/commission chairpersons

# County Administration

Business Area: 4120

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,106,917	\$1,269,656	\$1,087,102	\$1,136,986	\$1,136,986
Operating	\$311,506	\$543,120	\$536,402	\$371,685	\$386,049
<b>Total Expenditures</b>	<b>\$1,418,423</b>	<b>\$1,812,776</b>	<b>\$1,623,504</b>	<b>\$1,508,671</b>	<b>\$1,523,035</b>
▽ <i>Revenues</i>					
Intergovernmental	\$60,814	\$96,500	\$56,292	\$0	\$0
<b>Total Revenues</b>	<b>\$60,814</b>	<b>\$96,500</b>	<b>\$56,292</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,357,609</b>	<b>\$1,716,276</b>	<b>\$1,567,212</b>	<b>\$1,508,671</b>	<b>\$1,523,035</b>
FTEs	10.00	11.00	11.00	11.00	11.00

## 2009-10 HIGHLIGHTS

### County Manager

- Various operating expenditures were reduced in order to reach the target budget reduction.
- Contract with Durham Economic Resource Center (DERC) \$18,680.

### Travel Reduction Program

- Moved to Engineering Department and a new funds center was created called County Transportation Demand Management.

### Internal Audit

- Contracted services to provide assistance to the external financial auditor to conduct audits requiring outside expertise were reduced to meet the target budget reduction.

### Public Information Broadcasting

- New fund center created to consolidate broadcasting-related expenditures.

### Results Based Accountability (RBA)

- RBA Coordinator salary funded via a contract with Triangle United Way \$60,000.
- Operating expenses to cover advertising, reports, training, materials and large meetings \$20,000.
- Funds available for the Mini Grant Program were reduced to \$80,000 from \$113,000. The City of Durham and Durham County each fund 50% of this program.

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# COUNTY MANAGER

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## MISSION

The mission of the County Manager's Office is to provide overall management and coordination of all county operations and to effectively and efficiently implement all Board of County Commissioners' policies and directives.

## PROGRAM DESCRIPTION

The County Manager's Office identifies, recommends and monitors financial, capital, human and strategic resources to meet current and future needs of Durham County. This office ensures that budgeted service levels are provided to Durham County residents in a satisfactory and timely manner.

As chief executive officer, the County Manager is mandated by the laws of North Carolina to direct and supervise all county offices, departments, boards, commissions and agencies under the general control and direction of the Board of County Commissioners.

The Manager's Office is open to the public Monday through Friday from 8:30 a.m. to 5:00 p.m., excluding holidays. The office is located in the Durham County Government Administrative Complex. All persons may request and receive information from this office.

## 2008-09 ACCOMPLISHMENTS

- Durham County's AAA Bond rating was maintained, making it one of 48 counties in the nation to have this coveted financial distinction.
- Durham County made mid-year budget adjustments to decrease expenditures by \$13.3 million to account for sizeable decreases in various revenue streams, including sales tax receipts, Register of Deeds receipts and others.
- Durham Center Access, a state-of-the-art health care facility providing community-based mental health treatment and services to people in crisis, opened in July.
- Major renovations to Durham County Stadium are under way.
- A Sustainability Office was established and a Sustainability Manager was hired to design and implement "green" and sustainability-related initiatives.
- Issued \$80 million in Bond Anticipation Notes (BANs) in anticipation of issuance of actual Community College Bonds, Museum Bonds and School Bonds.
- A construction contract and financing were approved for the new Human Services Complex that will eventually house Public Health, Social Services and Mental Health. Construction will begin in mid 2009. Phase I will be complete in late 2010/early 2011 (Public Health will occupy that section) and the project should be complete sometime in 2012.
- Durham County helped to facilitate a \$300 million expansion of the Merck plant in northern Durham County as well as a new \$362 million IBM Data Services facility.
- Durham County's Wellness Clinic received more than 6,000 visits between March 2008 and March 2009, reducing lost work time just by saving travel time to an employee's regular physician. Additionally, the Wellness Clinic benefits both the county and employees by catching more medical or disease-related problems in their early stages.
- Durham County invested \$488,594 to fully initiate Project Access, a joint initiative with Duke Health System, the Durham Orange Medical Society and Durham County to help uninsured Lincoln Community Health Center patients access needed specialty medical care free-of-charge.
- Durham County purchased the Hollow Rock access area, a 41-acre tract bordering New Hope Creek. A total of 105 acres of permanent open space in Durham and Orange counties were preserved through this collaborative partnership with Durham County, Orange County, the Town of Chapel Hill, the City of Durham, the Erwin Area Neighborhood Group, the Triangle Land Conservancy and the Clean Water Management Trust Fund.
- Durham County, Durham Public Schools, and the YMCA of the Triangle announced a joint venture to redevelop the Lakewood YMCA as a Montessori middle school and smaller YMCA facility.
- Continued the implementation phase of Durham's 10 Year Plan to End Homelessness.

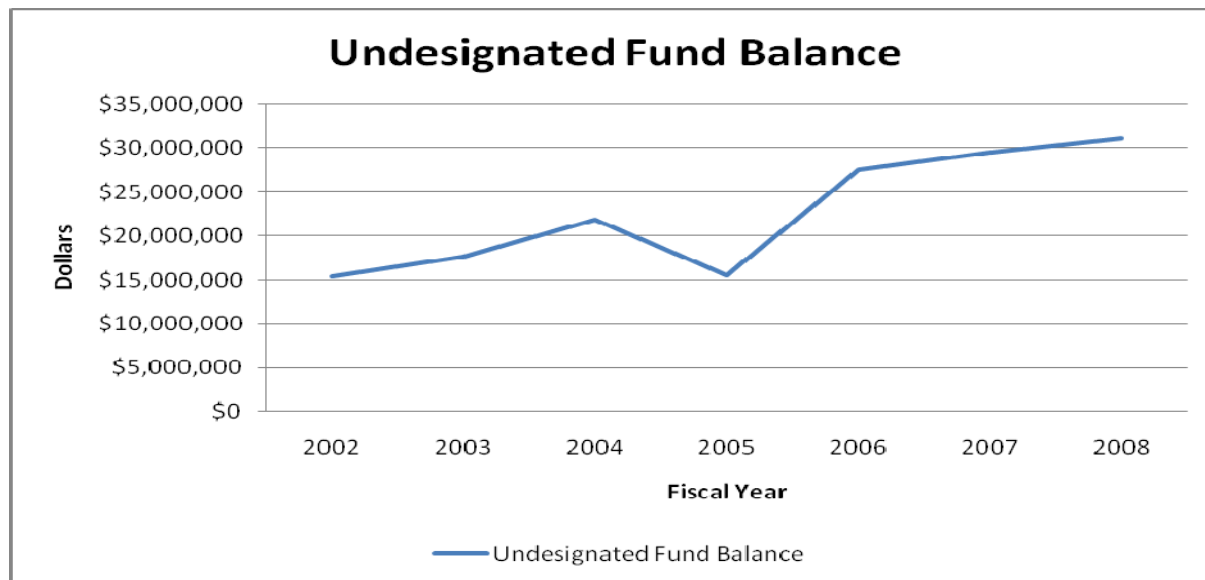
# County Manager

Funds Center: 4120120000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$924,557	\$1,005,630	\$931,863	\$966,838	\$966,838
Operating	\$216,273	\$364,651	\$338,862	\$247,905	\$246,469
<b>Total Expenditures</b>	<b>\$1,140,830</b>	<b>\$1,370,281</b>	<b>\$1,270,725</b>	<b>\$1,214,743</b>	<b>\$1,213,307</b>
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,140,830</b>	<b>\$1,370,281</b>	<b>\$1,270,725</b>	<b>\$1,214,743</b>	<b>\$1,213,307</b>
FTEs	8.00	9.00	9.00	9.00	9.00

## 2009-10 PERFORMANCE MEASURES

### Performance Measure 1: Fund Balance Management



### Story Behind the Last Two Years of Performance

Maintenance of a healthy level of fund balance is one of the indicators of the financial stability of the county. The North Carolina Local Government Commission recommends that local governments maintain a minimum fund balance of 8% of total general fund expenditures. Durham County's goal is to maintain the undesignated fund balance in a range of 15-20% of general fund expenditures. For FY 2007-08, Durham County maintained an unreserved fund balance of 16.28% of total general fund expenditures, compared to FY 2006-07 which was 17.26% of total general fund expenditures. There was an increase in the net change in fund balance for FY 2007-08 of more than \$2.3 million; however, the percentage of unreserved fund balance to total general fund expenditures decreased because reserves increased by more than \$3.1 million, thereby reducing unreserved fund balance by more than \$800,000 in addition to an increase in county expenditures. The net change in fund balance decreased by more than \$15.2 million in FY 2007-08 from FY 2006-07. The primary reasons for the decrease are the decrease in excess of revenues over expenditures of more than \$4 million, the increase in transfers out of more than \$10.3 million, the decrease in transfers in of more than \$300,000 and the decrease in the issuance of installment purchases of more than \$400,000.

There are three basic categories of funds dealing with fund balances: reserved, designated and undesignated. Reserved funds only are available for appropriation in accordance with state statutes. Designated fund balance also contains restricted cash for mental health, subsequent year's expenditures, risk management and debt service. The county has no discriminatory

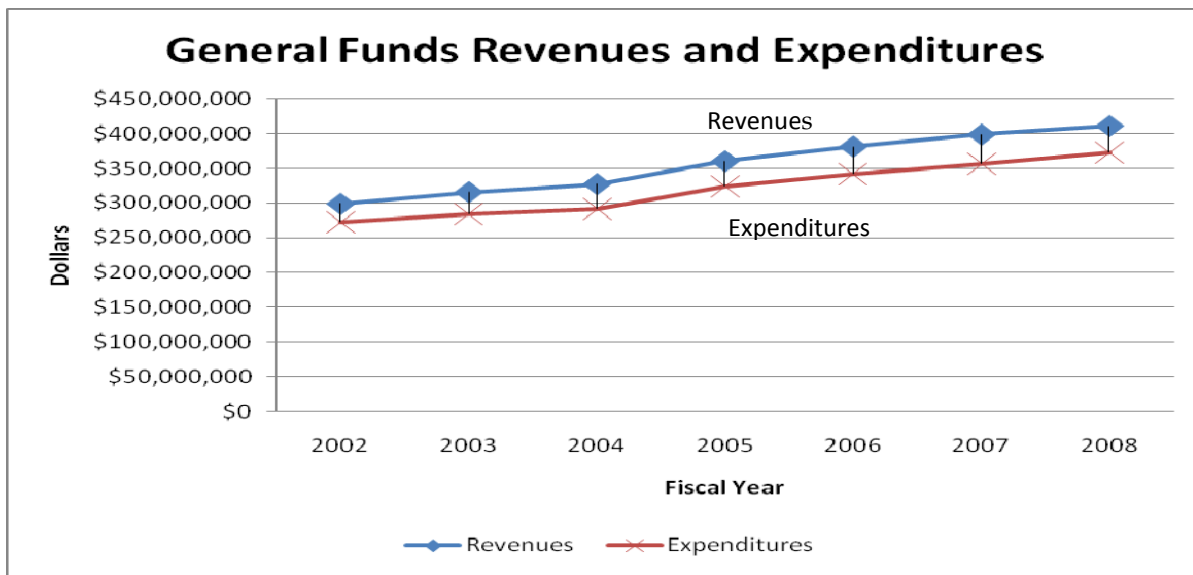
authority with either the reserved and designated fund balances. Undesignated fund balance is the only source that the county may use for general appropriations.

	Audited FY Ending 6/30/2002	Audited FY Ending 6/30/2003	Audited FY Ending 6/30/2004	Audited FY Ending 6/30/2005	Audited FY Ending 6/30/2006	Audited FY Ending 6/30/2007	Audited FY Ending 6/30/2008
Reserved Fund Balance	17,993,896	20,473,063	22,735,334	32,426,226	28,494,058	31,205,471	34,335,303
Designated Fund Balance	15,365,221	18,056,505	16,771,776	19,537,678	19,144,689	32,075,044	29,601,768
Undesignated Fund Balance	15,479,492	17,664,227	21,950,944	15,572,687	27,622,193	29,523,281	31,175,909
<b>Total Fund Balance</b>	<b>48,838,609</b>	<b>56,193,795</b>	<b>61,458,054</b>	<b>67,536,591</b>	<b>75,260,940</b>	<b>92,803,796</b>	<b>95,112,980</b>

**Strategies: What do you propose to do to improve program performance?**

The county plans to continue the philosophy of making conservative revenue estimates while liberally estimating expenditures, allowing it to continue to see incremental increases in the fund balance. The county’s goal is never to spend any appropriated fund balance during any fiscal year unless the appropriation is specifically earmarked for a non-recurring expenditure.

**Performance Measure 2: Revenues and Expenditures Management**



**Story Behind the Last Two Years of Performance**

Citizens are better off when the county’s revenues are exceeding expenditures; when the county is able to meet all of its financial obligations; when property taxes are not continually raised; and when government is providing high levels of services. The county is delivering the service well if county revenues not only cover expenditures but also generate a surplus, permitting incremental increases in the county’s fund balance.

General Fund	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Total Revenues	299,502,493	316,248,195	327,707,300	360,313,601	381,161,002	398,357,881	410,763,108
Total Expenditures	272,896,398	285,189,987	292,499,075	324,867,210	342,123,072	356,860,759	373,328,462
<b>Excess of revenues over expenditures</b>	<b>26,606,095</b>	<b>31,058,208</b>	<b>35,208,225</b>	<b>35,446,391</b>	<b>39,037,930</b>	<b>41,497,122</b>	<b>37,434,646</b>

**Strategies: What do you propose to do to improve program performance?**

The county implemented new financial management software during FY 2006-07. The software has greatly enabled the county’s ability to administer the day-to-day management of the county’s budget and its integration and coordination with investments, human resources, budgeting and capital financing functions.

# TRAVEL REDUCTION PROGRAM

## MISSION

The mission of the Travel Reduction Program is to provide education, information and incentives to Durham County employees concerning alternatives to the use of single occupancy vehicles (SOV) to commute to and from work in an effort to reduce traffic congestion and vehicle emissions in the Triangle region.

## PROGRAM DESCRIPTION

The Travel Reduction Program, a division of the County Manager's Office, provides information on travel demand reduction strategies, which are designed to reduce congestion on the roadways of Durham County. Statistical data concerning employee travel is gathered on an annual basis through a county government-wide employee survey. Results of the survey are analyzed to set goals for the reduction of peak period SOV use and average commute trip reduction of vehicle miles traveled. Based on the results of the annual employee survey, a plan is developed that includes incentives and strategies for reducing SOV use and encourages alternative mode transportation usage.

This program is mandated by the Commute Trip Reduction Ordinance passed by the Board of County Commissioners. For FY 2009-10, it was been moved to a new funds center in the Engineering Department and will be managed by the Sustainability Coordinator.

**Funds Center:** 4120122000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$4,806	\$15,500	\$9,201	\$37,500	\$0
<b>Total Expenditures</b>	<b>\$4,806</b>	<b>\$15,500</b>	<b>\$9,201</b>	<b>\$37,500</b>	<b>\$0</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$4,806</b>	<b>\$15,500</b>	<b>\$9,201</b>	<b>\$37,500</b>	<b>\$0</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# INTERNAL AUDIT

## MISSION

The mission of Internal Audit is to determine that various county departments, programs, activities and operations are:

- Carrying out activities and programs authorized or required by the Board of County Commissioners, the County Manager, state or federal regulations or other authoritative sources;
- Conducting programs and using resources in an economical and efficient manner;
- Conducting programs as planned to yield results which are consistent with established goals and objectives;
- Identifying, measuring, classifying and reporting financial and operating events in an accurate and timely manner in accordance with effective internal controls and authoritative pronouncements; and
- Safeguarding assets.

## PROGRAM DESCRIPTION

Internal Audit reports to the County Manager as well as receives oversight from an independent oversight committee specifically tasked to provide guidance and advice on audit matters. The primary audit guidance is the Generally Accepted Government Auditing Standards (GAGAS) as promulgated by the Comptroller General of the United States. These standards set rules for objectivity, training and education requirements; audit planning; evidence gathering; audit documentation; and reporting. The standards also mandate that every three to five years a peer review be conducted by a recognized audit team to determine if the quality of audits and audit administration meets the proscribed standards and that procedures are adequate to achieve the audit objective.

In line with the established GAGAS requirements, Internal Audit will continue to ensure that reports are clear and concise; findings can be understood in layman’s terms; audit documentation is such that a reviewer can determine the reasons for reported conclusions and recommendations; and that reports clearly state the objectives, scope, methodology and recommendations used in the audit process. Additionally, Internal Audit will ensure that recommendations correct the underlying causes of findings and that the recommendations are efficient as well as effective.

## 2008-09 ACCOMPLISHMENTS

- Completed six audits of various operations within the county resulting in 11 recommendations to improve internal controls and operational efficiencies. Six of the recommendations have been fully implemented, one has been partially implemented, and four will be implemented by July 1, 2009.
- In addition to audits, the county’s initial Control Self-Assessment is underway under the guidance of Internal Audit. The objective of control self-assessment is to identify, prioritize, measure and identify the sources of business risks within the county or a specific business process within the county. The result of the self assessment will provide a tool for management to identify and enhance controls in vital areas to better assure that objectives and goals will not be unduly impacted in case of negative events.

### Funds Center: 4120123000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$123,579	\$204,311	\$155,239	\$170,148	\$170,148
Operating	\$14,180	\$29,684	\$7,303	\$6,280	\$8,580
<b>Total Expenditures</b>	<b>\$137,759</b>	<b>\$233,995</b>	<b>\$162,542</b>	<b>\$176,428</b>	<b>\$178,728</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$137,759</b>	<b>\$233,995</b>	<b>\$162,542</b>	<b>\$176,428</b>	<b>\$178,728</b>
FTEs	2.00	2.00	2.00	2.00	2.00



# PUBLIC INFORMATION BROADCASTING

## MISSION

Durham County Government is committed to airing relevant government meetings and events and to producing quality TV programs for citizens to view on Durham Government TV 8.

## PROGRAM DESCRIPTION

The goal of this program is to produce a wide array of informational programming to help Durham County citizens understand the operations of their local government. In addition, citizens are able to view their elected Board of County Commissioners as they meet to conduct the county's business on their behalf.

Funds Center: 4120121000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$0	\$0	\$0	\$0	\$51,000
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,000</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,000</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## 2009-10 HIGHLIGHTS

- Eighteen (18) month Interlocal Agreement with the City of Durham for the City to contract with Time Warner Cable for Durham County Government Programming.
- Contract with Velasquez Digital Media Communications to broadcast the Board of County Commissioners' meetings (this contract was formerly in the Clerk to the Board's budget) \$15,000.
- Contract with Pelican Studios \$36,000 to produce the Durham County TV show, hosted by the Chairman of the Board of County Commissioners, and other yet to be developed informational TV segments to air on Durham Government TV 8.

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# RESULTS BASED ACCOUNTABILITY

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## MISSION

The mission of the Results Based Accountability (RBA) Initiative is to engage the community in making positive, accountable change in the quality of life outcome areas. The role of Durham County Government, along with the City of Durham, is to facilitate this change process through oversight and support of the community outcome committees in their mission to improve the quality of life for all Durham residents.

## PROGRAM DESCRIPTION

The RBA Initiative provides administrative support as well as financial support in the form of mini grants to the established community outcome committees. There are nine (9) committees in the Imagine Durham RBA Initiative. These committees are structured around the goals or priority outcomes that were adopted for the Durham Community.

- Everyone is safe.
- Everyone is healthy.
- Children are ready for and succeeding in school.
- Everyone enjoys a prosperous economy.
- Everyone has access to adequate, safe, and affordable housing.
- Everyone enjoys a community that is vibrant, rich in aesthetic beauty, and embraces and promotes its cultural heritage.
- Everyone enjoys a healthy environment.
- Senior adults have optimum choices for the highest quality of life.
- Everyone enjoys sustainable, thriving neighborhoods with an efficient and well-maintained infrastructure.

RBA also provides strategic support in the form of training, meeting facilitation, assistance with data collection, monitoring and analysis; and marketing and public information. Citizens develop and implement strategies that allow measurement of progress in the nine outcome areas listed above. The work of the community outcome committees culminates in the annual production of a community progress report.

In FY 2006-07, the City Council and Board of County Commissioners both entered into an interlocal agreement to jointly hire one person to staff the effort and administer a mini-grant program. Beginning in FY 2009-10, the City and County Administrations eliminated the current interlocal agreement and replaced it with a service contract with the Triangle United Way to staff the RBA program and administer the RBA mini-grant program.

## 2008-09 ACCOMPLISHMENTS

- In FY 2007-08, a ninth outcome emerged and a new community working group was created to address the outcome: "senior adults have optimum choices for the highest quality of life." This group has re-branded itself the Durham Partnership for Seniors and used a mini grant this past year to put together a *Resource Guide for Seniors*.
- The Prosperous Economy working group continues to carry out a highly successful campaign to help those using Volunteer Income Tax Assistance (VITA) tax sites seek the Earned Income Tax Credit.
- Twelve mini grants totaling \$102,425 were awarded to five different community outcome groups to implement their strategies.

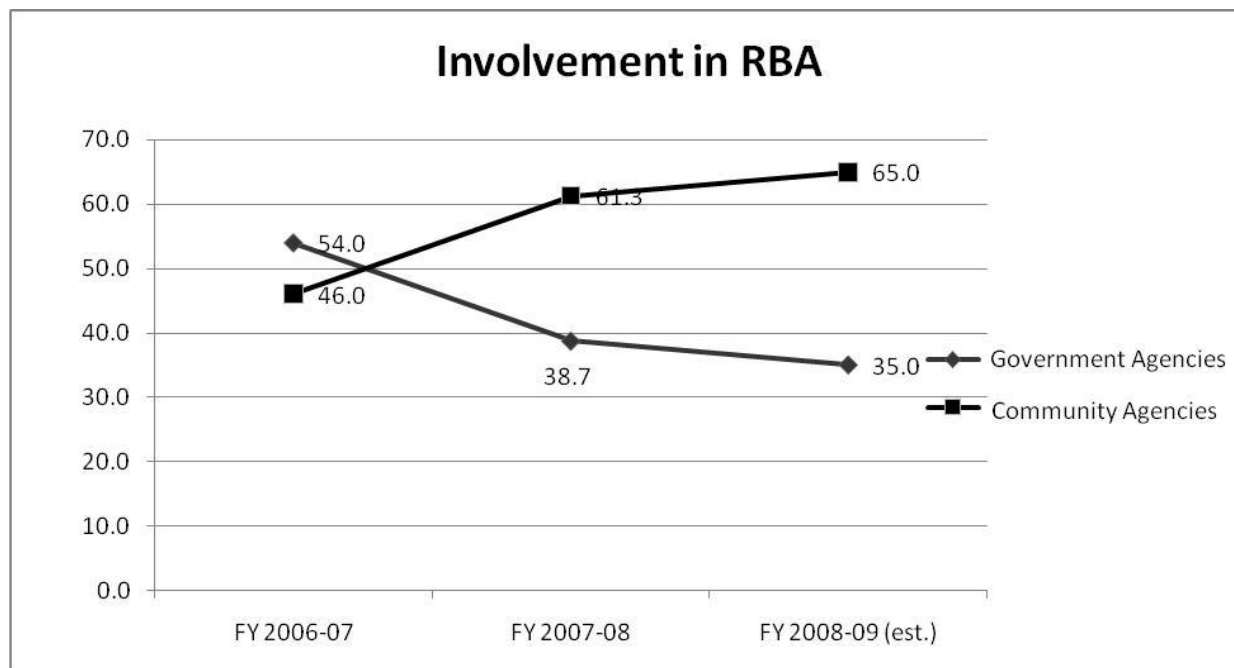
# Results Based Accountability

Funds Center: 4120125000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$58,781	\$59,715	\$0	\$0	\$0
Operating	\$76,247	\$133,285	\$181,036	\$80,000	\$80,000
<b>Total Expenditures</b>	<b>\$135,028</b>	<b>\$193,000</b>	<b>\$181,036</b>	<b>\$80,000</b>	<b>\$80,000</b>
<b>Revenues</b>					
Intergovernmental	\$60,814	\$96,500	\$56,292	\$0	\$0
<b>Total Revenues</b>	<b>\$60,814</b>	<b>\$96,500</b>	<b>\$56,292</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$74,214</b>	<b>\$96,500</b>	<b>\$124,744</b>	<b>\$80,000</b>	<b>\$80,000</b>
FTEs	1.00	0.00	0.00	0.00	0.00

## 2009-10 PERFORMANCE MEASURES

Performance Measure: Community Engagement



### Story Behind Last Two Years of Performance

The RBA Initiative continues to change and develop year-to-year. The goal of the program continues to facilitate increased community engagement and to transfer governmental ownership to the Durham community.

### Strategies: What do you propose to do to improve program performance?

Staff hope that the new RBA Coordinator and closer operational ties with Triangle United Way will help the RBA Initiative (Imagine Durham) grow in new and exciting ways. In order to continue increasing community involvement, staff has recommitted to following, supporting and facilitating interactions among energetic volunteers/organizations willing to lead and whose missions and activities support RBA goals. Staff and the RBA Coordinator also realize that each institution needs to provide different kinds of support and facilitation for different groups and initiatives.

The city and county also have invested in Visible Strategies, a new way of visualizing and measuring the progress achieved in the various outcome areas that both organizations hope will attract further attention to the initiative by making its goals and achievements easier to comprehend.

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# FINANCE

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## MISSION

The mission of the Finance Department is to provide the county's financial information for financial security and stability for county government. The Finance Department is to provide complete, accurate, effective and efficient financial information for management and all user departments; ensure compliance with federal, state and local legislation; maintain an attitude of teamwork; and provide customer service to internal departments and the community. The department is committed to contributing to the prosperity of county government through active investment management, debt management, and financial planning and monitoring.

## PROGRAM DESCRIPTION

The primary purpose of the Finance Department is to establish and maintain a centralized countywide system of financial planning, reporting and control. The department provides for proper accounting and reporting of financial activities to ensure compliance with Generally Accepted Accounting Principles (GAAP) and state law. The Finance Department also is responsible for the administration of the investment program and debt issuance. Other functions of the department include purchasing, payroll, accounts payable and cash receipts.

The Finance Department prepares the Comprehensive Annual Financial Report (CAFR) and coordinates the annual audit by independent Certified Public Accountants. The department also is responsible for the single audit requirement and serves as the liaison between county officials and rating agencies.

## 2008-09 ACCOMPLISHMENTS

- Maintained bond ratings from Moody's Investors Service, Standard and Poor's and the Carolinas Municipal Advisory Council of Aaa, AAA and 90 (in range equivalent to AAA), respectively.
- Achieved the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for FY 2007-08 Comprehensive Annual Financial Report (CAFR).
- Submission of the CAFR to the Local Government Commission (LGC) prior to October 31 deadline.
- No material comments in the FY 2007-08 management letter.
- Maintained level of unreserved fund balance per the Finance Policy (15%) for General Fund; actual level of 16.28% for FY 2007-08.
- Devised method for contributing to Other Post Employment Benefits (OPEB) without affecting level of unreserved fund balance; method was approved by the Board of County Commissioners.
- Management of SWAP, maintaining positive interest earnings in a volatile market.
- Issuance of Bond Anticipation Notes (BANs) in FY 2007-08 for financing of major capital projects, eliminating the risk of arbitrage penalties to the county. The BANs will be paid with the issuance of 2007 bond proceeds when the amount of the notes has been spent.
- Obtained unique financing for the Human Services Complex.
- Participated in an upgrade assessment of SAP with Budget, Human Resources and SAP Shared Services departments, working with LSI Consulting.

## 2009-10 HIGHLIGHTS

- Approved budget allows the department to maintain current service levels.

## 2009-10 PERFORMANCE MEASURES

**Performance Measure:** Include reoccurring reimbursement expense items in biweekly payroll for employees.

### Story Behind the Last Two Years of Performance:

Currently, the county issues checks for the reoccurring expense items. Including these expense items in the biweekly payroll for employee would eliminate the issuance of checks, provide easy access for employees and support an overall more efficient process.

# Finance

Funds Center: 4130131000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>▽ Expenditures</b>					
Personnel	\$1,574,904	\$1,674,226	\$1,641,590	\$1,505,254	\$1,595,909
Operating	\$489,900	\$594,082	\$508,258	\$488,070	\$486,870
Capital	\$0	\$0	\$27,381	\$0	\$0
<b>Total Expenditures</b>	<b>\$2,064,804</b>	<b>\$2,268,308</b>	<b>\$2,177,229</b>	<b>\$1,993,324</b>	<b>\$2,082,779</b>
<b>▽ Revenues</b>					
Taxes	\$56,069,488	\$50,540,284	\$50,226,599	\$45,383,540	\$44,620,142
Licenses & Permits	\$445,474	\$400,000	\$400,000	\$400,000	\$400,000
Intergovernmental	\$1,711,521	\$913,800	\$1,210,243	\$790,000	\$1,140,000
Investment Income	\$3,137,261	\$2,700,000	\$1,759,093	\$1,165,000	\$1,165,000
Rental Income	\$93,942	\$3,000	\$77,600	\$3,000	\$3,000
Other Revenues	\$242,213	\$147,713	\$209,684	\$100,000	\$14,884
Other Fin. Sources	\$0	\$15,798,466	\$11,967,582	\$6,750,000	\$6,592,000
<b>Total Revenues</b>	<b>\$61,699,898</b>	<b>\$70,503,263</b>	<b>\$65,850,801</b>	<b>\$54,591,540</b>	<b>\$53,935,026</b>
<b>Net Expenditures</b>	<b>(\$59,635,094)</b>	<b>(\$68,234,955)</b>	<b>(\$63,673,572)</b>	<b>(\$52,598,216)</b>	<b>(\$51,852,247)</b>
FTEs	23.00	23.00	23.00	20.00	22.00

## 2009-10 PERFORMANCE MEASURES (continued)

### Strategies: What do you propose to do to improve program performance?

- Test the new process in SAP.
- Inform employees of the change in the reimbursement process.

**Performance Measure:** Reduce interest costs on CIP projects.

### Story Behind the Last Two Years of Performance:

In the past, the county has used traditional methods for financing capital projects. These methods have required 100% funding on day one. New methods only require funding as needed, which results in lower interest costs. This method also allows for lower interest rates based on the short-term markets.

### Strategies: What do you propose to do to improve program performance?

- Study trends in short-term interest rates.
- Market requirements for participation in short-term market.
- Risks associated with variable rate transactions.
- Communicate with others that participate in this market.
- Use experienced financial advisors.

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# TAX ADMINISTRATION

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## MISSION

The mission of the **Tax Assessor** is to create and maintain the cadastre, appraise, assess and bill in a timely manner all real property, tangible personal property and motor vehicles for purposes of ad valorem taxation. Develop land records/cadastral mapping, appraisal, assessment and listing systems that provide the public easy access with accurate information.

The mission of the **Tax Collector** is to collect and account for all taxes, assessments and fees levied by Durham County, the City of Durham and the portion of the Town of Chapel Hill within Durham County, together with providing courteous, timely and efficient service.

The mission of **Tax Administration Customer Relations Division** is to ensure that professional customer service is provided.

## PROGRAM DESCRIPTION

The **Tax Assessor** consists of Land Records/Cadastral Mapping, Real Property Appraisal (Annual and General Reappraisal/Revaluation) and Tangible Personal Property and Motor Vehicles.

### Land Records/Cadastral Mapping

Land Records Division is responsible for creation and maintenance of the Durham County cadastre (104,500 parcels). Information is obtained through Register of Deeds, Clerk of Superior Court Estates Division, Department of Transportation, City/County Planning and City of Durham Public Works Engineering Division. As required by North Carolina General Statute, Land Records Division reviews all plats prior to Register of Deeds recordation and maintains the Geographic Information System (GIS) cadastral layer. Creation and maintenance of the cadastre (register and spatial) numbers approximately 20,200 records annually.

### Appraisal Division (Real Property - Annual and General Reappraisal/Revaluation)

Appraisal Division has direct responsibility for ad valorem real property appraisals (104,500 parcels). Appraisal tasks include annual cycle and general reappraisal. Valuation, based on market value as of county's most recent general reappraisal, exceeds \$23 billion. Appraisal Division administers Present-Use Program and defends Assessor's opinion of value before the Durham County Board of Equalization and Review and North Carolina Property Tax Commission. Land Records/Cadastral Mapping and Appraisal function as an integrated unit.

### Tangible Personal Property and Motor Vehicle Division

Appraisal of business and individual personal property, manufactured homes and motor vehicles is the responsibility of Tangible Personal Property and Motor Vehicle Division. This division is responsible for assessing \$2 billion of taxable personal property represented by 12,000 accounts and motor vehicles in the number of 240,000 with an assessed value of \$1.5 billion.

The Durham City/County **Tax Collector** is responsible for collecting and recording the collection of all property taxes levied annually by the Durham County Commission, Durham City Council, and Chapel Hill Town Council. Taxes are levied on real property, tangible personal property and motor vehicles. The Tax Collector also is responsible for collecting beer and wine license taxes; fire and special district taxes; special assessments for water, sewer and street improvements; gross receipts tax; parking fees; and user fees. State statutes provide the Tax Collector authority to collect delinquent taxes by powers of foreclosure on real property, garnishment against wages, attachments against personal property, seizure of personal property by use of a sheriff's levy, debt setoff program that allows the seizure of state income tax refunds and advertising liens. House Bill 20 (Motor Vehicle Tax) provides the Tax Collector authority to block registration of a licensed vehicle if local property taxes on that vehicle are delinquent.

The **Customer Relations Division** is responsible for responding to all incoming calls, e-mails, faxes and visitors. The division is made up of nine staff members. The goal is to ensure that all inquiries are handled at the first level before being referred to another area of the office. The division provides citizens with assistance regarding appraisal, listing, billing and collections of all ad valorem taxes.

# Tax Administration

Funds Center: 4140130000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>▽ Expenditures</b>					
Personnel	\$4,083,820	\$4,274,841	\$4,197,007	\$3,804,105	\$3,842,557
Operating	\$2,364,065	\$1,632,817	\$1,766,749	\$1,117,932	\$1,174,932
Capital	\$0	\$26,000	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$6,447,885</b>	<b>\$5,933,658</b>	<b>\$5,963,756</b>	<b>\$4,922,037</b>	<b>\$5,017,489</b>
<b>▽ Revenues</b>					
Taxes	\$188,147,511	\$190,991,288	\$189,883,478	\$193,884,886	\$192,741,808
Licenses & Permits	\$23,839	\$18,000	\$1,496	\$15,000	\$15,000
Service Charges	\$1,540,562	\$1,286,500	\$1,330,704	\$1,368,500	\$1,368,500
Other Revenues	\$186,490	\$175,000	\$100,033	\$100,000	\$100,000
<b>Total Revenues</b>	<b>\$189,898,402</b>	<b>\$192,470,788</b>	<b>\$191,315,711</b>	<b>\$195,368,386</b>	<b>\$194,225,308</b>
<b>Net Expenditures</b>	<b>(\$183,450,517)</b>	<b>(\$186,537,130)</b>	<b>(\$185,351,955)</b>	<b>(\$190,446,349)</b>	<b>(\$189,207,819)</b>
FTEs	70.38	70.38	70.38	67.00	68.00

## 2008-09 ACCOMPLISHMENTS

- Deed transaction processing current day-for-day with Register of Deeds recordation.
- Testing and functionality analysis of document management application (SDS Doc).
- Cadastral mapping year-end functions completed earlier than projected.
- Enhancements to ONETax CAMA and CAAS application software.
- Implementation of City/County Land Development Office (LDO) application software eliminates need for tangible paper document copies of building permits.
- Zoning codes added to ONETax at parcel level by conversion of ESRI software shapefile (zoning layer).
- Completed Compliance Review of Elderly Exemptions.
- Implementation of Circuit Breaker – the circuit breaker is another statutory exemption option for the elderly/disabled. It is set up to take into account the size of the tax bill compared to the income level of the taxpayer. The circuit breaker defers a certain amount of taxes.
- Implementation of public outreach program for elderly/disabled exemption programs.
- Completed the 2008 Revaluation.
- Developed an action plan for the call center to handle revaluation calls.
- Developed enhancements to the website to assist citizens with Frequently Asked Questions.
- Worked with other tax divisions to develop complaint protocol.
- Worked with outside vendors who support electronic payments to ensure staff were trained to assist citizens with changes.
- Answered more than 95% of calls within 20 seconds.

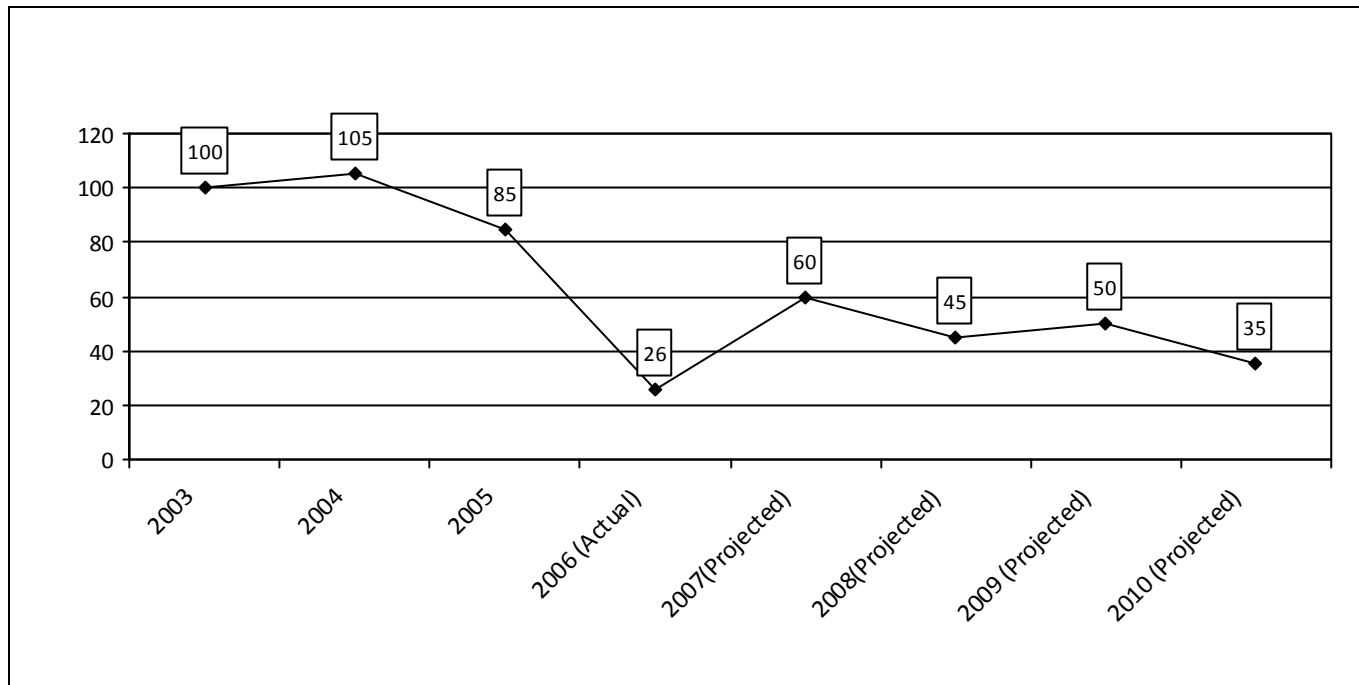
## 2009-10 HIGHLIGHTS

- One full-time vacant Revenue Agent position (1.0 FTE), one full-time vacant Tax Assistant position (1.0 FTE) and one part-time vacant tax assistant position (.38 FTE) were eliminated. Eliminating these positions will not impede service levels.
- Various operating expenditures were reduced in order to reach the target budget reduction.

## 2009-10 PERFORMANCE MEASURES

- Continue deed transaction processing current day-for-day with Register of Deeds recordation.
- Implementation of document management application (SDS Doc).
- Continue enhancement of cadastral mapping functions.
- Implement Pictometry Oblique Imagery (cadastral mapping/real property appraisal business model).
- Continue to appraise annual new construction in a timely manner.
- Continue digital image collection of all annual new construction.
- Continue linking of digital images to ONETax parcels.
- Complete 2009 appeals.
- Implement direct transfer field review (revaluation staff appraisers).
- Implement website - Durham County Tax: Mobile (Smartphone/PDA version - NexGen).
- Increase business listings and personal property listings.
- Continue business/personal property audits.
- Continue enhancements to the websites.
- Enhancements to ONETax software package, reducing manual processing and utilizing automation.
- Conduct Compliance Review of Elderly Exemptions.
- Implement Circuit Breaker – the circuit breaker is another statutory exemption option for the elderly/disabled. It is set up to take into account the size of the tax bill compared to the income level of the taxpayer. The circuit breaker defers a certain amount of taxes.
- Implement public outreach program for elderly/disabled exemption programs.
- Ensure staff are prepared to deal with high volume calls and visitors for revaluation.
- Train staff on question and answer enhancements for department.
- Enhance website question and answer section.
- Reduce the number of calls that are abandoned.
- Develop customer service questionnaire.
- Further develop internal call center software to maximize level of service staff can provide citizens.

### Performance Measure 1: Number of Problem Deeds





**Story Behind the Last Two Years of Performance:**

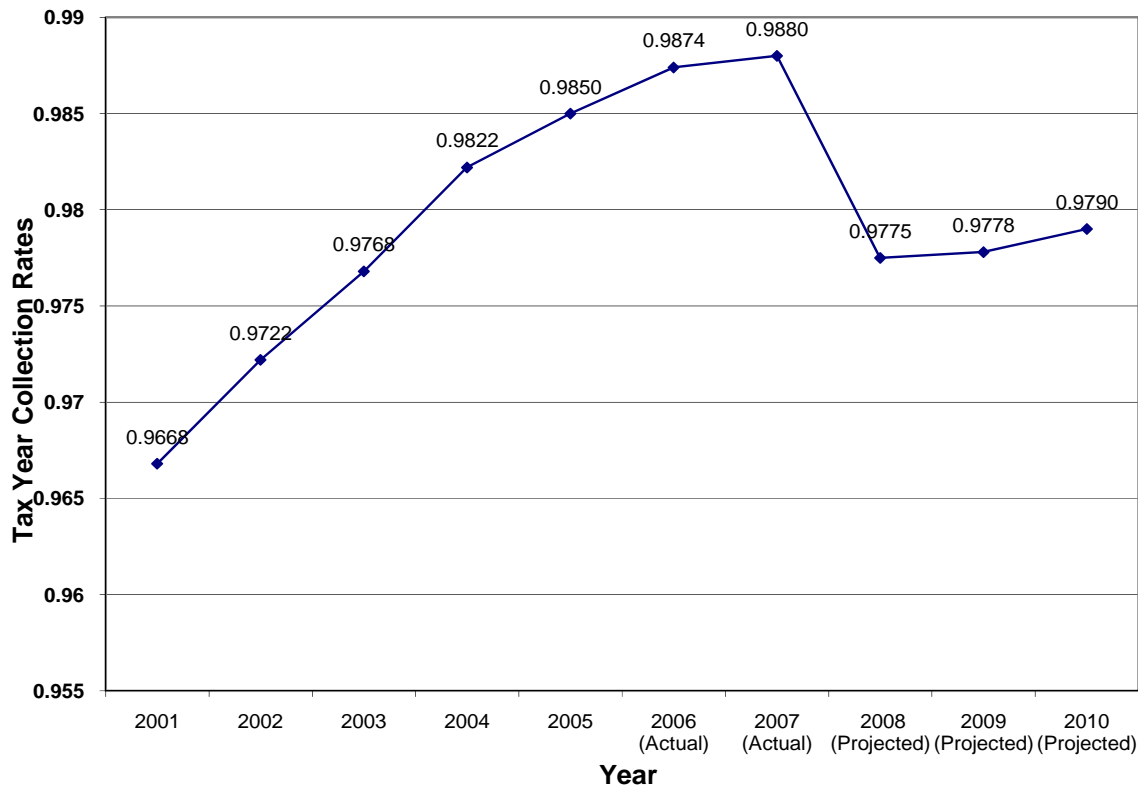
- An estimated 200 deeds per year are received by the Tax Department, requiring research and multiple attempts to have an attorney file a correction deed.
- Received guidance from the University of North Carolina at Chapel Hill School of Government regarding the processing of an incorrect deed.

**Strategies: What do you propose to do to improve program performance?**

- Department contacted the School of Government once new case law was presented to get clarification as to what the department should do when deeds recorded are incorrect.
- Implementation of guidelines from the School of Government will complete this program and eliminate this issue.

**Performance Measure 2: Collection Rate Baselines**

## Collection Rate Baseline



**Story Behind the Last Two Years of Performance:**

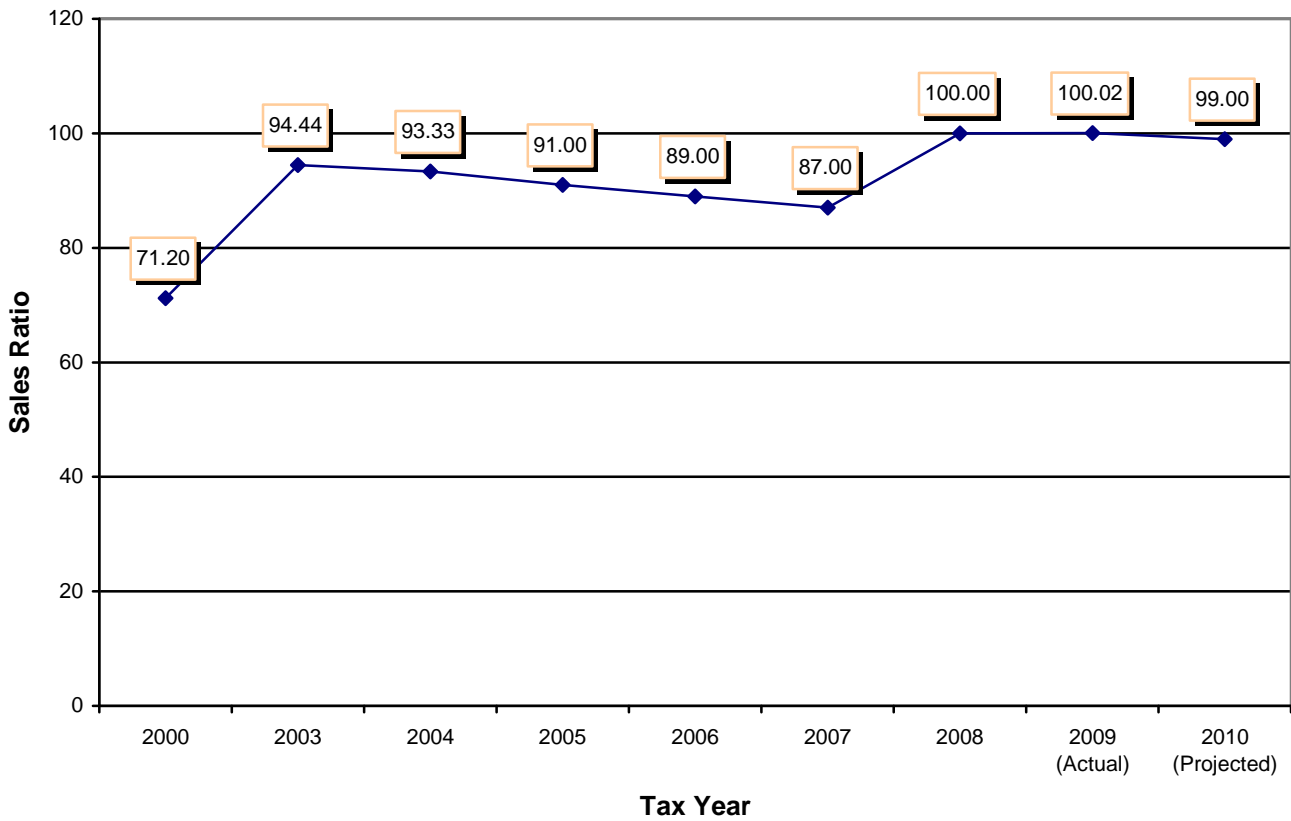
- Collection rate is a measure of the available tax revenue.
- Collection rate improved to 98.78%.
- Successful Mortgage Foreclosure Program, additional deputy added to levy program and all enforcement measures utilized.

**Strategies: What do you propose to do to improve program performance?**

- Further enhancements to the ONETax software for further automation.
- Work with state associations and government entities to present alternatives to the North Carolina General Assembly regarding the Motor Vehicle Billing/Collection process.
- Implement a kiosk to allow citizens to pay taxes at The Streets at Southpoint.
- Continue to educate the citizens through customer contact and letters to help them understand the collection procedures that can be used against them if delinquent.

**Performance Measure 3: Projected Sales Ratio**

## Projected Sales Ratio



**Story Behind the Last Two Years of Performance**

- Sales ratio indicates where the tax values are relative to current market value.

**Strategies: What do you propose to do to improve program performance?**

- 2008 General Reappraisal of all real property.

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# LEGAL

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## MISSION

The County Attorney's Office serves as the legal advisor to the Board of County Commissioners; defends the Board of County Commissioners, the county, and the agencies of the county from actions brought against them; and provides legal advice to the county's agencies in carrying out the mission of the county.

## PROGRAM DESCRIPTION

The County Attorney is the legal advisor to the Board of County Commissioners. The County Attorney's Office also provides legal representation to the departments of county government. All defenses of lawsuits, other than workers' compensation cases and medical malpractice cases covered by insurance, filed against the county or its employees are provided by the County Attorney's Office.

Risk Management is a division of the County Attorney's Office. The Risk Management division is responsible for purchasing liability insurance as well as handling claims against the county to resolve them prior to any court action being necessary.

## 2008-09 ACCOMPLISHMENTS

- Successfully defended all tort and civil rights actions for 15<sup>th</sup> consecutive year.
- Successfully negotiated documents with the Finance Department for the Certificates of Participation (COPs) financing for the Human Services Complex.
- Successfully litigated through Court of Appeals a case where a \$123,000 judgment had been entered against the county. The Court of Appeals reversed the trial court's entry of the judgment against the county.
- Processed construction items for schools being built by the county in order to recover sales tax.

## 2009-10 HIGHLIGHTS

- The approved budget includes funding for a partial year's lease at the Eligibility Building. The DSS Attorneys will be relocated to this space to free up needed office space on the third floor of the Durham County Government Administrative Complex.

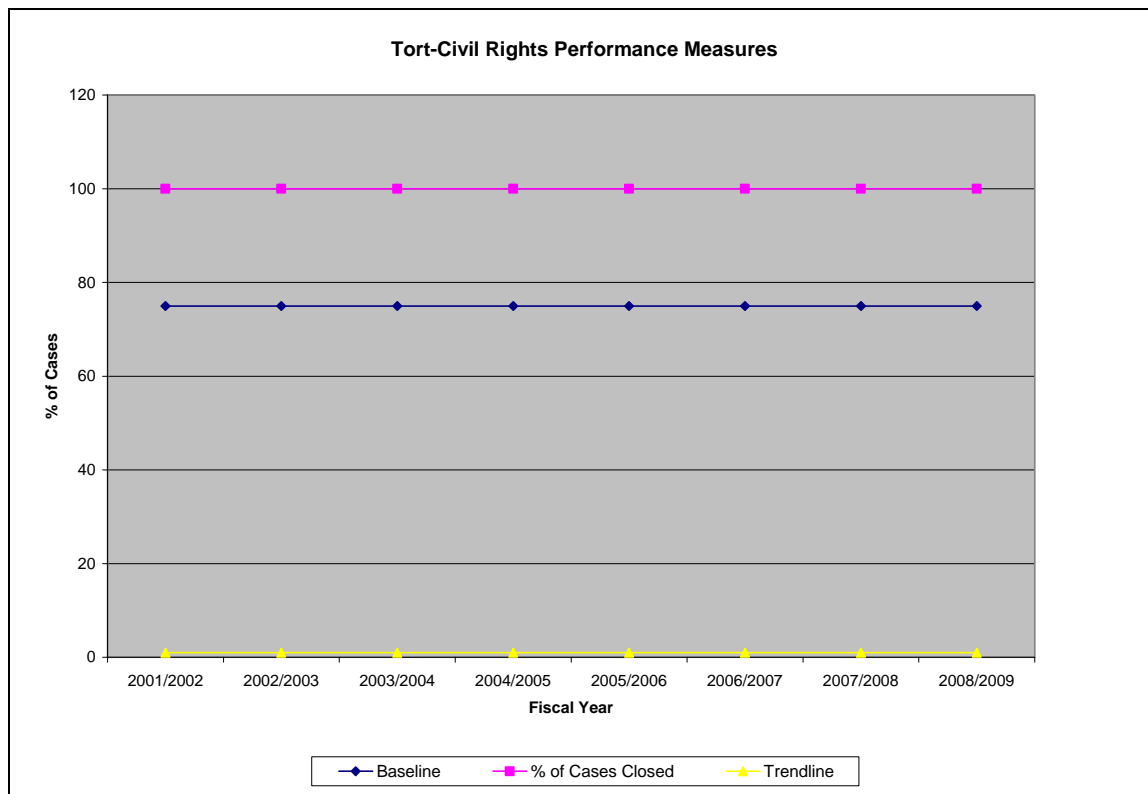
# Legal

Funds Center: 4150160000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$1,346,000	\$1,430,888	\$1,414,360	\$1,209,464	\$1,380,189
Operating	\$113,545	\$140,010	\$79,413	\$140,779	\$178,253
Capital	\$12,847	\$15,000	\$20,280	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,472,392</b>	<b>\$1,585,898</b>	<b>\$1,514,053</b>	<b>\$1,350,243</b>	<b>\$1,558,442</b>
<b>Revenues</b>					
Service Charges	\$5,292	\$2,500	\$588	\$2,500	\$2,500
<b>Total Revenues</b>	<b>\$5,292</b>	<b>\$2,500</b>	<b>\$588</b>	<b>\$2,500</b>	<b>\$2,500</b>
<b>Net Expenditures</b>	<b>\$1,467,100</b>	<b>\$1,583,398</b>	<b>\$1,513,465</b>	<b>\$1,347,743</b>	<b>\$1,555,942</b>
FTEs	16.00	16.00	16.00	14.00	16.00

## 2009-10 PERFORMANCE MEASURES

### Performance Measure 1: Tort/Civil Rights Performance Measure



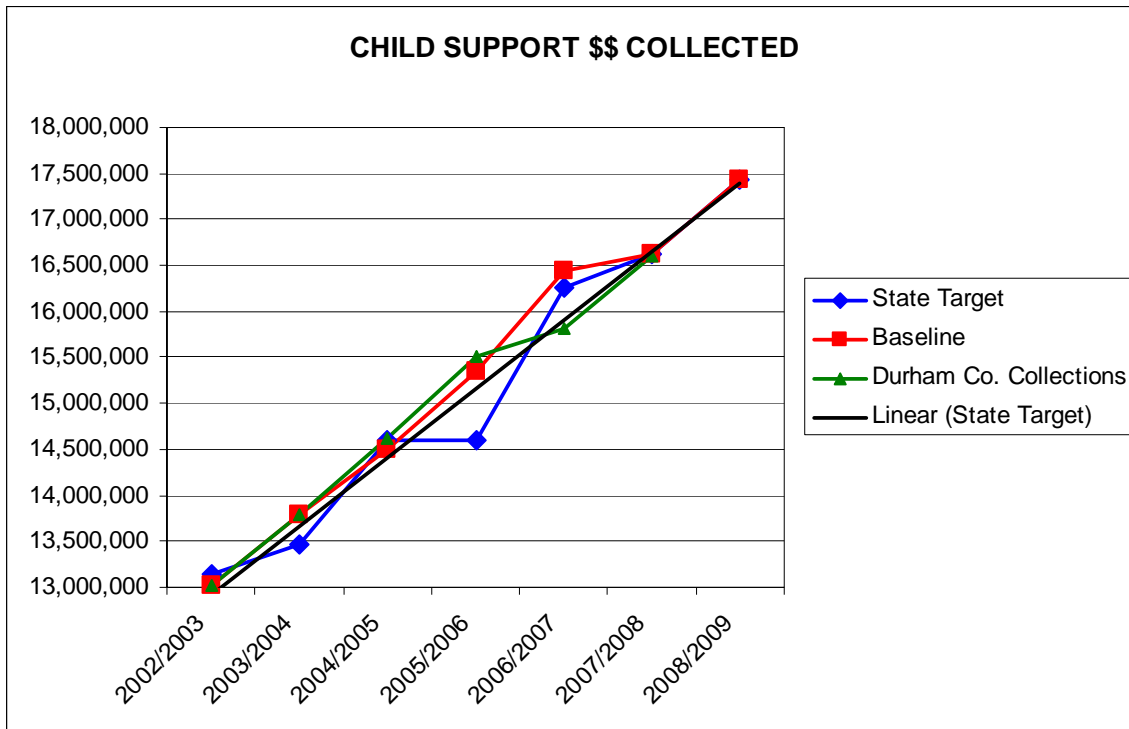
### Story Behind the Last Two Years of Performance

Legitimate claims are paid on a predetermined basis without regard to the status of the person. The items which are included in the payments are the same for every claimant without any discrimination based on any reason. If the alleged injured party refuses the settlement offer based on policy, the offer is withdrawn upon the filing of a lawsuit, and no settlement will be made. This has resulted in the efficient handling of claims as most attorneys realize that the county will treat its citizens and employees fairly, but will not pay out monies simply to avoid litigation. The attorneys who handle these claims have been well versed in the various defenses which are available to counties.

**Strategies: What do you propose to do to improve program performance?**

- Continue with the system that we have in place.
- Education of supervisors and employees as to their legal responsibilities.

**Performance Measure 2: Child Support Collection**



**Story Behind the Last Two Years of Performance**

Increasing child support collected is a result which can improve the lives of Durham’s citizens. As the primary partner of the Child Support Enforcement Office, this office impacts the amount of child support collected. The FY 2007-08 goal was \$16,614,186. Attorney time for the fiscal year was 1.2 attorneys. There continues to be 100% of one paralegal’s time and 5% of an assistant’s time devoted to child support.

**Strategies: What do you propose to do to improve program performance?**

- Additional attorney time devoted to the review and signing of court documents.
- Continuation of working in coordination with the Child Support Enforcement Office and stressing effective use of the extra afternoon terms of court.

# Court Supportive Services

Business Area: 4160

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$470,337	\$383,004	\$367,840	\$370,171	\$398,642
<b>Total Expenditures</b>	<b>\$470,337</b>	<b>\$383,004</b>	<b>\$367,840</b>	<b>\$370,171</b>	<b>\$398,642</b>
▽ <i>Revenues</i>					
Intergovernmental	\$0	\$31,500	\$31,500	\$31,500	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$31,500</b>	<b>\$31,500</b>	<b>\$31,500</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$470,337</b>	<b>\$351,504</b>	<b>\$336,340</b>	<b>\$338,671</b>	<b>\$398,642</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## 2009-10 HIGHLIGHTS

- The City of Durham and Durham County will jointly fund \$63,000 (\$31,500 each) for a Domestic Violence Assistant District Attorney. This position will be paid for with a Justice Assistance Grant (JAG). The expense and revenue are budgeted in the Warrant Control Funds Center for the purpose of tracking the grant.
- The county solely funds a Jail Population Management Assistant District Attorney. The salary and benefits for this position are budgeted at \$50,070. The total amount of the contract is \$69,251 which includes operating expenses for this position.
- Victims Assistance Fund \$7,500.
- The county funded a Public Defender position in FY 2008-09 that is not being funded in FY 2009-10.
- Funding for potential requirement from the State of North Carolina for counties to fund probation/parole rental/lease space that the State currently funds \$113,369.
- Operating expenditures were reduced in order to reach the targeted budget reduction.

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# COURT SUPPORTIVE SERVICES

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## **MISSION**

To serve the citizens of Durham County as efficiently as possible within the resources available to provide courtrooms and judicial facilities.

## **PROGRAM DESCRIPTION**

The judicial system is administered in North Carolina under a uniform court system, the General Court of Justice, which is composed of the North Carolina Supreme Court, the Court of Appeals, Superior Courts and District Courts. An amendment to North Carolina's Constitution, passed in November 1962, placed all courts under the jurisdiction of the state, which now pays all operating expenses of the system, including salaries.

Since the early 1990s, Durham County has contracted with the Administrative Office of the Courts to provide one Assistant District Attorney and one Assistant Public Defender to expedite first court appearances.

The county provides courtrooms, related judicial facilities, furniture and equipment, legal books and jury parking. Court Supportive Services includes budgets for Superior and District Court Judges, the District Attorney's Office, Public Defender, Clerk of Superior Court, Criminal and Civil Magistrates, Guardian ad Litem, Trial Court Administrator and Office of Juvenile Justice. The judicial system provides a constitutionally prescribed forum for the resolution of disputes, including criminal matters, juvenile and domestic matters, small claims and general civil matters by an independent and impartial judiciary.

Fund centers for each of the primary areas have been set up and are as follows: District Attorney, Clerk of Superior Court, Public Defender, Superior Court, District Court, Office of Juvenile Justice and Adult Probation and Parole Facilities. The Adult Probation and Parole Facilities cost center provides funding for office space for the Adult Probation and Parole Program, which is located at 119 Orange Street Mall in Downtown Durham.



# District Attorney

Funds Center: 4160311000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$174,623	\$120,584	\$119,370	\$114,826	\$79,830
<b>Total Expenditures</b>	<b>\$174,623</b>	<b>\$120,584</b>	<b>\$119,370</b>	<b>\$114,826</b>	<b>\$79,830</b>
▽ <i>Revenues</i>					
Intergovernmental	\$0	\$31,500	\$31,500	\$31,500	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$31,500</b>	<b>\$31,500</b>	<b>\$31,500</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$174,623</b>	<b>\$89,084</b>	<b>\$87,870</b>	<b>\$83,326</b>	<b>\$79,830</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# Clerk of Superior Court

Funds Center: 4160312000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$84,093	\$26,000	\$20,854	\$23,400	\$23,400
<b>Total Expenditures</b>	<b>\$84,093</b>	<b>\$26,000</b>	<b>\$20,854</b>	<b>\$23,400</b>	<b>\$23,400</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$84,093</b>	<b>\$26,000</b>	<b>\$20,854</b>	<b>\$23,400</b>	<b>\$23,400</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# Adult Probation and Parole Facilities

Funds Center: 4160314000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$133,369	\$137,039	\$137,371	\$141,151	\$254,860
<b>Total Expenditures</b>	<b>\$133,369</b>	<b>\$137,039</b>	<b>\$137,371</b>	<b>\$141,151</b>	<b>\$254,860</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$133,369</b>	<b>\$137,039</b>	<b>\$137,371</b>	<b>\$141,151</b>	<b>\$254,860</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## Public Defender

Funds Center: 4160315000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$52,477	\$63,339	\$61,791	\$57,005	\$6,763
<b>Total Expenditures</b>	<b>\$52,477</b>	<b>\$63,339</b>	<b>\$61,791</b>	<b>\$57,005</b>	<b>\$6,763</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$52,477</b>	<b>\$63,339</b>	<b>\$61,791</b>	<b>\$57,005</b>	<b>\$6,763</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## Superior Court

Funds Center: 4160316000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$18,747	\$21,014	\$20,257	\$20,263	\$20,263
<b>Total Expenditures</b>	<b>\$18,747</b>	<b>\$21,014</b>	<b>\$20,257</b>	<b>\$20,263</b>	<b>\$20,263</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$18,747</b>	<b>\$21,014</b>	<b>\$20,257</b>	<b>\$20,263</b>	<b>\$20,263</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## Department of Juvenile Justice

Funds Center: 4160317000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$0	\$7,514	\$1,000	\$6,763	\$6,763
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$7,514</b>	<b>\$1,000</b>	<b>\$6,763</b>	<b>\$6,763</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$7,514</b>	<b>\$1,000</b>	<b>\$6,763</b>	<b>\$6,763</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# District Court

Funds Center: 4160318000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$7,028	\$7,514	\$7,197	\$6,763	\$6,763
<b>Total Expenditures</b>	<b>\$7,028</b>	<b>\$7,514</b>	<b>\$7,197</b>	<b>\$6,763</b>	<b>\$6,763</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$7,028</b>	<b>\$7,514</b>	<b>\$7,197</b>	<b>\$6,763</b>	<b>\$6,763</b>
FTEs	0.00	0.00	0.00	0.00	0.00

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# ELECTIONS

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## MISSION

To provide free, open, honest and professionally-managed election services to the Durham County community. The Board of Elections is unique among government agencies providing goods and services to citizens. The office has the responsibility for protecting the will of the people; protecting democracy as a concept and form of government; and for establishing fairness and equity for all in the process of self governance.

## PROGRAM DESCRIPTION

This agency is responsible for processing and maintaining voter registration records and conducting all elections held within Durham County in accordance with all applicable federal and state laws. This office also establishes election precincts; appoints election officials; registers, removes and updates voter records; and examines voter petitions. The duties also include maintaining voting equipment and election records; administering absentee voting; canvassing election returns; issuing certificates of election; providing statistical, demographic and geographical information to citizens and candidates; auditing and publishing campaign finance reports; hearing appeals; and conducting investigations of alleged voting irregularities. The Board of Elections also advises the public and media all on aspects of elections and elections services.

## 2008-09 ACCOMPLISHMENTS

The Board of Elections successfully conducted the largest presidential election in history. The agency set records in every measurable category. The agency did not receive any negative media attention and did not receive any election protests. Additionally, the agency was not sued or challenged by anyone, and received praise from both winners and losers. The agency honestly and accurately counted and reported Durham County's citizens' choices. Democracy had a great year.

- Published updated precinct workers manual.
- Maintained an honest and accurate database.
- Managed the campaign finance reporting process.
- Served as the county source for information on election law, procedures and policies.
- Taught classes at the State Election Directors training seminars.
- Conducted precinct worker training; trained more than 800 people.
- Processed a record number of new and updated registrations – almost 23,000 new and 18,000 updates in the few months prior to the presidential election.
- Recruited, hired and trained 150 one-stop workers and 725 Election Day workers.
- Contracted for and set up a record seven one-stop sites. Previous record was four sites in the 2004 presidential election.
- Conducted one-stop voting for 17 straight days – voted a record 97,697 people at one-stop sites.
- Successfully conducted the presidential election – the agency set a new record in every measurable category.
- Successfully conducted mandated, public, after-election hand-eye recounts of randomly-selected precincts, which positively verified the accuracy and reliability of Durham County's voting system.
- Spoke to numerous civic and political groups about democracy and voting.
- Worked very hard for and procured a \$124,000 grant from the State Board of Elections to offset costs of the presidential one-stop sites.
- Maintained an outstanding elections website.
- As directed by the County Manager, prepared FY 2009-10 budget with a 12.42% reduction from FY 2008-09 budget.

## 2009-10 HIGHLIGHTS

- Various operating expenditures were reduced in order to reach the target budget reduction.

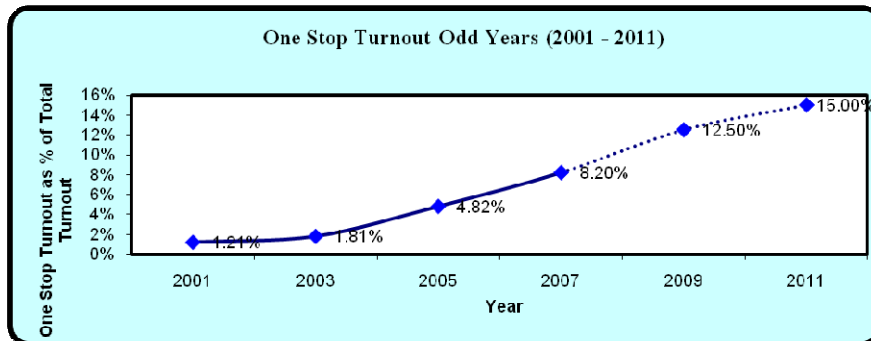
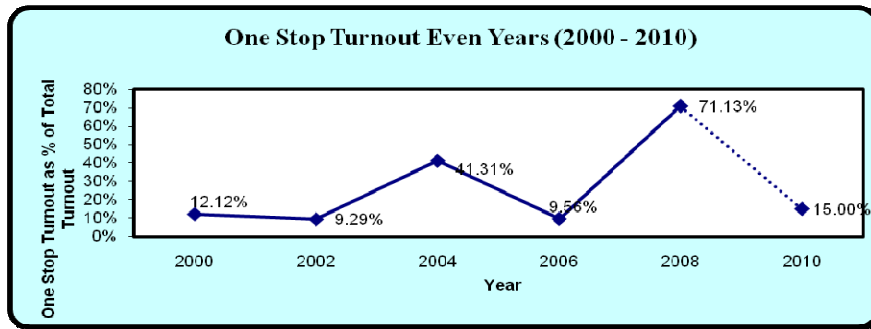
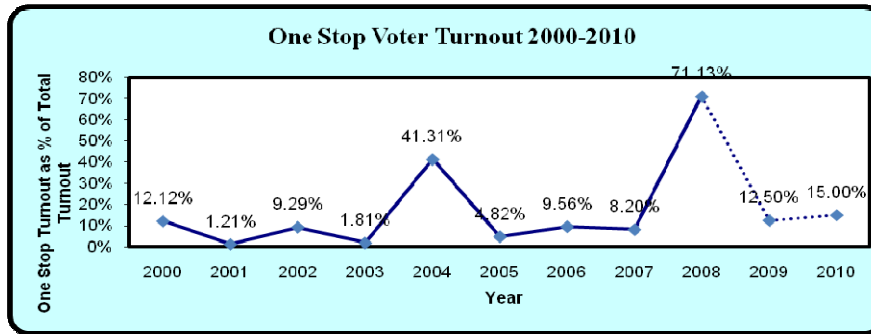
# Elections

Funds Center: 4170210000

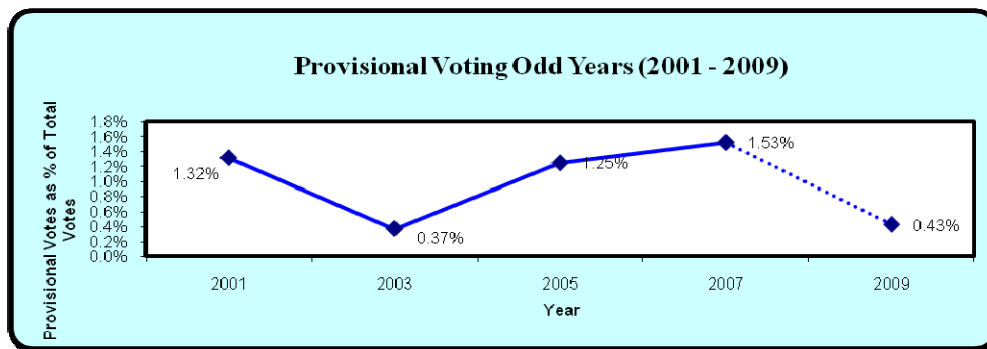
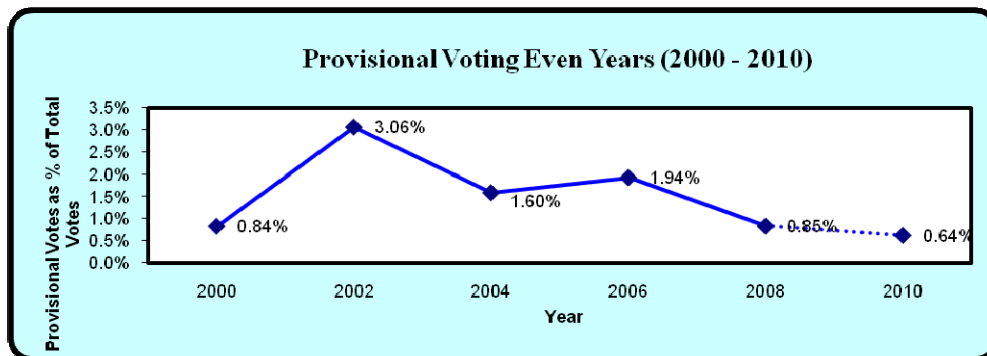
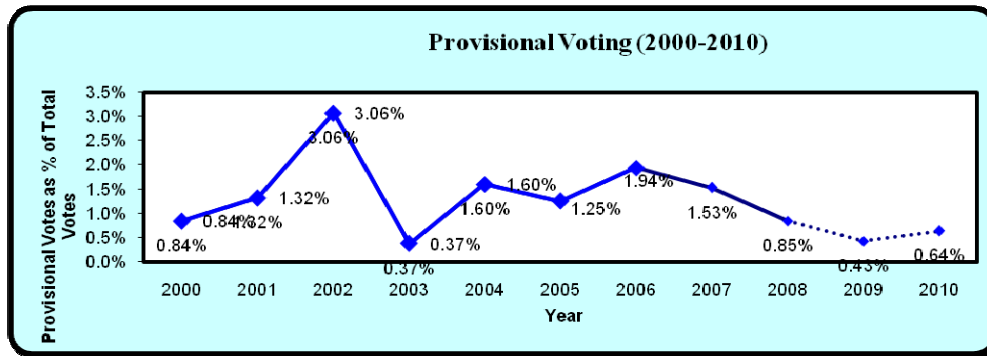
Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$820,575	\$859,651	\$983,651	\$804,089	\$804,089
Operating	\$341,065	\$383,798	\$446,062	\$644,911	\$644,911
<b>Total Expenditures</b>	<b>\$1,161,640</b>	<b>\$1,243,449</b>	<b>\$1,429,713</b>	<b>\$1,449,000</b>	<b>\$1,449,000</b>
<b>Revenues</b>					
Intergovernmental	\$31,020	\$0	\$124,000	\$0	\$0
Service Charges	\$220,817	\$2,000	\$876	\$363,688	\$363,688
<b>Total Revenues</b>	<b>\$251,837</b>	<b>\$2,000</b>	<b>\$124,876</b>	<b>\$363,688</b>	<b>\$363,688</b>
<b>Net Expenditures</b>	<b>\$909,803</b>	<b>\$1,241,449</b>	<b>\$1,304,837</b>	<b>\$1,085,312</b>	<b>\$1,085,312</b>
FTEs	7.00	7.00	7.00	7.00	7.00

## 2009-10 PERFORMANCE MEASURES

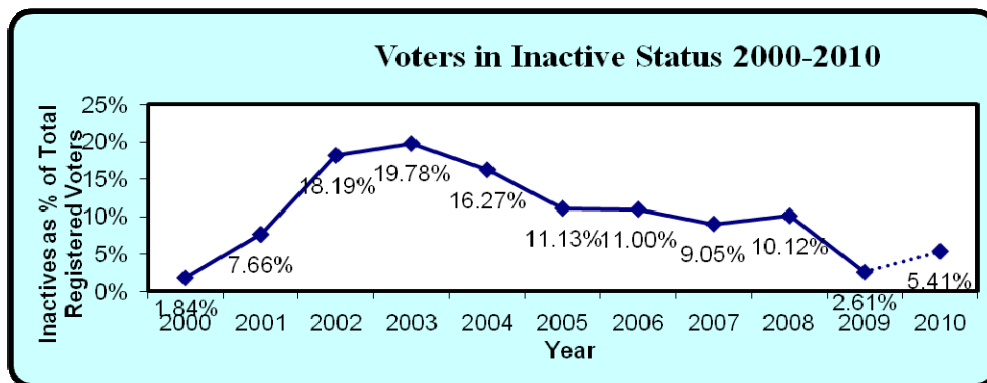
Performance Measure 1: Increase in percentage of total voters who vote early for similar type elections.



**Performance Measure 2:** Percentage of total voters who vote a provisional ballot.



**Performance Measure 3:** Consistency in percentage of registered voters in inactive status.



## **Story Behind the Last Two Years of Performance**

### **One-Stop Voter Turnout**

The Board of Elections' goal is to increase the percentage of early voting for each type of election.

- Insert in every Durham County automobile tax bill advertising one-stop voting.
- Announcement in every City of Durham water bill newsletter advertising one-stop voting.
- Posters in all Durham Area Transit Authority (DATA) buses advertising one-stop voting.
- Working with parties and community groups to increase awareness of and trust in one-stop voting.
- Better and more frequent newspaper publication of one-stop voting locations, dates and times.
- Increasing the number of one-stop voting locations and selecting locations close and convenient for most Durham County residents (presidential elections).
- Increasing the number of staff, computers and voting booths at the one-stop voting locations to reduce voter lines and waiting time.
- Advertise the ability to do same-day registration and vote during one-stop voting.

### **Provisional Voting**

The percentage of voters who must vote a provisional ballot has varied widely during recent years. With recent changes in the law that now allow for same-day registration and voting during one-stop voting, the number of provisional voters will decrease.

- Training of poll workers on provisional rules and process.
- Addition of an insert in every Durham County automobile tax bill reminding voters to update their voter registration records when they move.
- Addition of an announcement in every City of Durham water bill newsletter reminding voters to update their voter registration records when they move.
- Addition of posters in all Durham Area Transit Authority (DATA) buses reminding voters to update their voter registration records when they move.
- Making voters aware that it is easier and more efficient for them to vote at their correct precinct.
- Making voters aware that same-day registration and voting is available during one-stop voting.

### **Voters in Inactive Status**

The percentage of registered voters in inactive status should remain at or around 10%. In 2009, Durham County's inactive voters dropped to less than 3%. This is abnormally low due to record interest and participation in the 2008 presidential election. This is the cleanest the Board of Elections' database has ever been.

- Continued adherence to list maintenance procedures and timelines.
- Timely processing of removal and duplication lists received from the State Board of Elections.
- Periodic checks for internal duplications.
- Improving data entry and verification methods to decrease the number of internal duplications created.
- Insuring that inactive voters showing up to vote on Election Day fill out a voter registration update forms.
- Addition of an insert in every Durham County automobile tax bill reminding voters to update their voter registration records when they move.
- Addition of an announcement in every City of Durham water bill newsletter reminding voters to update their voter registration records when they move.
- Addition of posters in all Durham Area Transit Authority (DATA) buses that remind voters to update their voter registration records when they move.

## **Strategies: What do you propose to do to improve program performance?**

### **One-Stop Voter Turnout**

Voter awareness of one-stop voting has continuously increased since 2002. The Board of Elections plans to capitalize on this awareness and continue to educate voters about voting one-stop. One of the Board of Elections' biggest obstacles now is that some voters fear that if they vote early their vote will not count. The Board of Elections will continue to educate the public that their one-stop votes will be honestly and accurately counted and reported on election night.

### **Provisional Voting**

The Board of Elections will continue to revise and improve the training process. The Board of Elections also is planning to increase advertisements, and is considering including a detachable voter registration update form with the automobile tax bill insert. The Board of Elections has begun specific provisional ballot training so at least one worker in each precinct on Election Day will be thoroughly trained to concentrate on completing and processing provisional ballots. In addition, the agency is looking at ways to advertise to people who are excluded from its current advertisements (e.g. people who do not own cars or ride Durham Area Transit Authority (DATA) buses).

**Voters in Inactive Status**

The percentage of inactive voters in the Board of Elections' voter registration database is now being maintained at an acceptable level by continuing to adhere to list maintenance procedures and timelines. Voters will continue to move, however, and not report it to the Board of Elections. The agency's goal is to continue reminding the public of the importance of keeping their voter registration records up-to-date.



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# REGISTER OF DEEDS

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## MISSION

The mission of the Office of Register of Deeds is to act as the legal custodian of all land title and all land transaction documents in Durham County and to provide a level of service to the citizens, legal professionals and other office users that is exemplary and state-of-the-art for the industry.

## PROGRAM DESCRIPTION

As legal custodian of land transactions and other miscellaneous documents, the Office of the Register of Deeds records and files deeds, deeds of trust, maps, assumed name certificates for corporations and for partnerships, and military records. Additionally, the office administers the oath to notaries public as well as issues marriage licenses and delayed birth certificates. The Register of Deeds has the responsibility and liability for canceling deeds of trust and mortgages and indexing and cross-indexing documents filed.

## 2008-09 ACCOMPLISHMENTS

### Training/Continuing Education

Register of Deeds staff have logged more than 225 hours of training by completing required and elective courses offered by Durham County's Human Resources Department and through workshops, classes and training seminars offered by the North Carolina Association Registers of Deeds (NCARD) and the International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT), the State of North Carolina and international professional organizations. Two employees received their initial certification from NCARD and 12 employees retained certification by completing continuing education credits as required by NCARD. Education and training are very important to the Office of Register of Deeds as staff are required to know and to stay trained in the laws governing the operation of the Office of Register of Deeds.

### Real Estate

Approximately 500 real estate books and indexes were scanned in preparation for import into the upgraded and expanded database. The import of these documents will allow the public to search by book type. When this project is complete, documents dating back to 1881, the beginning of Durham County, will be available on the Office of Register of Deeds online database. Document quality problems caused a delay in the completion of this project. The office expects to have this project completed by the end of FY 2008-09.

### Vital Records

In conjunction with the Vital Records Conservation and Preservation project, birth and death certificate books from 1991 to 1998 were rebound to loose-leaf binders. Birth and death certificate books for 2006 and 2007 also were bound. Marriage records from 1980 to 1984 and birth records from 1999 to 2007 were back-filed and scanned into the Anthem Software system. Death records for 1992 also were indexed.

### Technology Update

In April, the Office of Register of Deeds replaced and installed a new database server and web server. The office needed to upgrade in order to allow more storage capability of real estate documents and to allow sufficient bandwidth to include the storage of birth and death records.

## 2009-10 HIGHLIGHTS

- The conservation, preservation and automation of the Vital Records continues to be the Office of Register of Deeds primary focus in the upcoming year. The office is nearing completion of the real estate conversion, and expects to have all documents loaded and operational by the end of FY 2008-09.
- The Office of Register of Deeds also intends to maintain its level of customer services by continuing the current training regimen.
- No increase in Register of Deeds fees.

# Register of Deeds

Funds Center: 4180220000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>▽ Expenditures</b>					
Personnel	\$1,131,617	\$1,126,747	\$1,006,515	\$983,286	\$1,038,781
Operating	\$462,828	\$430,687	\$744,916	\$346,400	\$323,810
Capital	\$45,773	\$250,000	\$0	\$250,000	\$250,000
<b>Total Expenditures</b>	<b>\$1,640,218</b>	<b>\$1,807,434</b>	<b>\$1,751,431</b>	<b>\$1,579,686</b>	<b>\$1,612,591</b>
<b>▽ Revenues</b>					
Service Charges	\$3,950,939	\$4,000,000	\$2,522,256	\$3,050,000	\$3,050,000
<b>Total Revenues</b>	<b>\$3,950,939</b>	<b>\$4,000,000</b>	<b>\$2,522,256</b>	<b>\$3,050,000</b>	<b>\$3,050,000</b>
<b>Net Expenditures</b>	<b>(\$2,310,722)</b>	<b>(\$2,192,566)</b>	<b>(\$770,825)</b>	<b>(\$1,470,314)</b>	<b>(\$1,437,409)</b>
FTEs	20.00	20.00	20.00	19.00	20.00

## 2009-10 PERFORMANCE MEASURES

### How can we measure if our customers are better off?

- By monitoring the number of documents recorded.
- By the amount of time citizens wait to record documents.
- By the fluctuation of documents presented for recordation.

### How can we measure if we are delivering the service well?

- Service is being delivered well when recording time is reduced.
- When documents are recorded faster.
- When citizens are not standing in long lines waiting to record documents.
- By providing sufficient, efficient and well-trained staff.

### How are we doing on the most important measures?

- The Office of Register of Deeds now has well-trained and certified staff to handle the public's need in Vital Records, Real Estate and all other areas of operations. Training vastly improved all services provided by the office.
- Electronic Recording (e-Recording) still is being used. North Carolina passed new laws expanding the scope of what the office now can do. More document types now can be sent to the Office of Register of Deeds electronically to be processed by e-Recording. Receiving documents using this method should increase efficiency and eliminate errors.
- The Office of Register of Deeds now has full-time assistants in all major areas with specialized training in particular areas. This helps the office sharpen its focus on questions and concerns unique to the various areas of operation and allows it to immediately provide the correct answers without wait or confusion. This serves to expedite the process when there is an issue.

### Story Behind the Last Two Years of Performance

- Due to document fluctuations, the Office of Register of Deeds was unable to accurately predict recording personnel requirements.
- There was a lack of trained staff.
- Changes to existing document handling processes at the recording station were required due to the volume of documents received and to the skill level of recorders.

### Strategies: What do you propose to do to improve program performance?

- The Office of Register of Deeds has added necessary permanent staff.
- Current staff is well-trained in core areas of responsibility.
- Cross-training is being done to ensure interchangeable, well-trained staff are always available in all areas.
- e-Recording is working well and will continue to improve overall recording efficiency.
- Place more records online so that some now required "in-office" activities can be done prior to the visit to record.

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# General Services

Business Area: 4190

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>▽ Expenditures</b>					
Personnel	\$2,110,540	\$2,194,401	\$2,184,193	\$1,898,335	\$1,872,176
Operating	\$5,580,048	\$6,037,864	\$5,646,203	\$5,278,934	\$5,528,744
Capital	\$184,350	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$7,874,937</b>	<b>\$8,232,265</b>	<b>\$7,830,396</b>	<b>\$7,177,269</b>	<b>\$7,400,920</b>
<b>▽ Revenues</b>					
Intergovernmental	\$44,589	\$30,522	\$34,825	\$33,000	\$33,000
Rental Income	\$56,605	\$25,000	\$56,470	\$57,095	\$57,095
Service Charges	\$553,035	\$536,000	\$493,013	\$536,000	\$536,000
<b>Total Revenues</b>	<b>\$654,229</b>	<b>\$591,522</b>	<b>\$584,308</b>	<b>\$626,095</b>	<b>\$626,095</b>
<b>Net Expenditures</b>	<b>\$7,220,708</b>	<b>\$7,640,743</b>	<b>\$7,246,088</b>	<b>\$6,551,174</b>	<b>\$6,774,825</b>
FTEs	39.00	39.00	39.00	39.00	38.00

## 2009-10 HIGHLIGHTS

### Administration

- Various operating expenditures were reduced in order to reach the targeted budget reduction.
- The County will participate in Mayor's Summer Youth Worker Program. A portion of the program has been moved to the City of Durham and will be funded with federal stimulus funds. The County has also set aside an additional \$20,000 in the non-departmental funds center to fund positions that are not eligible for stimulus funding.
- Increase in contracted services due to the increase in the Living Wage Ordinance \$29,000.
- Eliminated a vacant Maintenance Technician I position (1FTE).

### Public Buildings

- Various operating expenditures were reduced in order to reach the targeted budget reduction.
- Utilities and janitorial services for South Regional and Southwest Regional libraries, which are scheduled to open in FY 2009-10 \$17,889.
- Replace the roof connection at the Administrative Complex and Administrative Annex \$20,000.
- Asphalt repairs needed in the General Services Complex parking lot \$11,730.
- Construction and engineering for the Roxboro Street parking garage/deck \$70,500.
- Replace carpet in the third floor sally port at the Detention Center with rubber tile flooring \$8,768.
- Paint the sally port wall at the Detention Center \$4,200.

### Pest Control

- Various operating expenditures were reduced in order to reach the targeted budget reduction.

### Mailroom

- Various operating expenditures were reduced in order to reach the targeted budget reduction.

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# GENERAL SERVICES-ADMINISTRATION

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## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost-effective manner.

## PROGRAM DESCRIPTION

General Services Administration is responsible for the planning, organization, control, directions and staffing of the General Services Department. The department is responsible for the solid waste efforts of the county; maintenance and repairs to all county facilities and properties; project management for county capital projects; mail courier services within county government; signage for county roads; and animal control services to the general public. The General Services Department is open from 7:30 a.m. to 5:00 p.m. Monday through Friday, excluding holidays, and is located at 310 South Dillard Street.

## 2008-09 ACCOMPLISHMENTS

- Obtained and executed lease from the North Carolina Railroad Company for property behind the General Services Complex.
- Represented General Services in the first City of Durham and Durham County job fair.
- Employed two new trainees from the Criminal Justice Resource Center (CJRC) Project Restore.
- Utilized 21 local high school students in the City of Durham's Mayor's Summer Youth Program.
- Installed battery backup systems for the administrative offices at the General Services Complex.
- Purchased 2,000 compact florescent light bulbs (CFLs) for distribution to all county employees.
- Continued to keep all Life Safety Systems in Durham County facilities inspected and in compliance.
- Assisted the Finance Department in updating cost allocation per square foot depreciation information.
- Assisted in reduced energy consumption in material recommendation and green products.
- Recommended and purchased recycled carpet products used in Administrative Complex and Main Library during replacement projects.
- Directed janitorial vendors to use green products before it was mandated.
- Utilizing energy efficient, "cool" white, spray-on roofing materials when possible in Detention Center Annex, Youth Home, Animal Shelter and Agricultural Building.
- Encourage and specify low or odor-free paint materials.
- Piloted seven Global Positioning System (GPS) devices in administration and supervisory vehicles in the department to increase efficiency.
- Installed a 17-camera security surveillance system in the Administrative Complex.
- Added an Internet-based, work order tracking module within the Act 1000 MMCS and trained 64 county employees in various departments to use the system.
- Continued support on designs of the Human Services Complex as well as the new Justice Center.
- Accepted the new Animal Control office building and entered the equipment into the ACT 1000 MMCS.
- Compiled utility information on county buildings for a potential performance contract Request for Quotation (RFQ).
- Joined the Durham County Green Team efforts with the City/County Sustainability Manager.

## 2009-10 WORK OBJECTIVES

- Add motion sensors for lighting in all bathrooms and conference rooms throughout county-owned facilities to reduce utility costs.
- Add light emitting diode (LED) lighting to all parking lots, decks and bays with a garage at all county-owned facilities to reduce utility costs.
- Re-roof two lower roofs at the Administrative Complex to prevent leaks, accidents and facility damage.
- Replace windows at the Criminal Justice Resource Center to seal the facility and reduce damage to walls, carpet and paint.
- Continue to re-key facilities to increase building security and reduce the amount of hard keys in circulation.

# General Services-Administration

Funds Center: 4190410000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,976,337	\$2,056,827	\$2,045,141	\$1,774,396	\$1,748,237
Operating	\$434,949	\$452,311	\$424,993	\$462,017	\$462,017
<b>Total Expenditures</b>	<b>\$2,411,286</b>	<b>\$2,509,138</b>	<b>\$2,470,134</b>	<b>\$2,236,413</b>	<b>\$2,210,254</b>
▽ <i>Revenues</i>					
Intergovernmental	\$39,530	\$30,522	\$34,825	\$33,000	\$33,000
Rental Income	\$56,605	\$25,000	\$56,470	\$57,095	\$57,095
<b>Total Revenues</b>	<b>\$96,135</b>	<b>\$55,522</b>	<b>\$91,295</b>	<b>\$90,095</b>	<b>\$90,095</b>
<b>Net Expenditures</b>	<b>\$2,315,152</b>	<b>\$2,453,616</b>	<b>\$2,378,839</b>	<b>\$2,146,318</b>	<b>\$2,120,159</b>
FTEs	36.00	36.00	36.00	36.00	35.00

## 2009-10 WORK OBJECTIVES (continued)

- Replace third floor roof top unit and third floor hallway heating, ventilating and air conditioning (HVAC) units at the Criminal Justice Resource Center. The equipment has serious problems and cannot support future expansion.
- Add a booster pump in mechanical room of the Administrative Complex to provide sufficient water pressure to the fifth floor restrooms.
- Follow construction progress of the Human Services Complex.
- Seek further cost reduction projects and billing reduction methods.

Performance Indicators	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Estimate	FY 2009-10 Projected
<b>Workload Indicators</b>				
<b>Number Supplemental Hours</b> <i>(Inmates at Aramark &amp; Community Service @ Judicial building)</i>	89,515	87,240	86,861	89,000
<b>Number Work Orders Processed</b>	7,691	8,724	7,429	7,500

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# GENERAL SERVICES-PUBLIC BUILDINGS

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## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost effective manner.

## PROGRAM DESCRIPTION

Costs of maintenance and repair of all major facilities owned or operated by Durham County is budgeted within this cost center. A total of 1,423,967 building square feet consisting of 1,313,460 (county-owned), 63,577 (county-leased), and 46,930 (ABC Board) is maintained by General Services. Activities performed in this program include, but are not limited to, plumbing, heating/air conditioning and electrical services; minor renovations to county facilities; energy management and utilities; and miscellaneous contracts for janitorial, elevators, chiller/heating, ventilating and air condition (HVAC), water treatment, etc.

## 2008-09 ACCOMPLISHMENTS

- Distributed 2,000 compact florescent light bulbs (CFLs) to county employees.
- Installed security fence and additional lighting for county parking lots along Queen Street.
- Assumed maintenance of Durham Center Access building and inventoried of all equipment for preventive maintenance.
- Moved alternate power feed for the gasoline pumps and lighting to the generator at the General Services Complex.
- Refurbished 1204 East Club Boulevard for the Criminal Justice Resource Center (CJRC).
- Utilized 21 local high school students from the City of Durham's Mayor's Summer Youth Program.
- Renovated space for the new Warrant Control area in the Detention Center.
- Installed a public, tax payment kiosk in the Tax Department at the Administrative Complex.
- Replaced carpet at the entrance and in the auditorium and painted rooms at the Main Library.
- Installed house-power lines for 16 Emergency Medical Services (EMS) emergency vehicles and added dynamic disconnects.
- Made renovations to the Tax Department, including project doors, carpeting, electrical, painting and counters.
- Performed roof repairs, drywall repairs, painting, stucco repairs and power washing at the General Services Complex.
- Renovated ABC warehouse with flooring, painting, new storm door and an air conditioning unit.
- Replaced a heat exchanger in visitor's locker room and assisted contractor in repairing 27 steel support beams by the November 2008 Central Intercollegiate Athletic Association (CIAA) football championship game at Durham County Stadium.
- Replaced all guillotine doors in the original animal shelter kennel area.
- Increased CFL level and installed new carpet squares in the Board of County Commissioners' chambers and conference room.
- Implemented a user-friendly work order system (Request-Line). Installed online work request system and trained 64 county employees to add their work requests. This system permits county employees to enter work requests as well as track the progress of the requests.
- Replaced all shrubbery behind Department of Social Services on Main Street to Crime Prevention Through Environmental Design (CPTED) requirements.
- Removed old goal posts at Durham County Stadium and installed new adjustable goal posts for high school and college requirements.
- Removed 22 diseased Maple trees at the Judicial Building and replaced with 11 Allee Elm trees and 11 Green Vase Zilcova trees.
- Removed three diseased Maple trees at the Administrative Complex and replaced with three Red Bud trees.
- Replaced shrubbery at the Fire Marshall's office with shrubbery to meet CPTED requirements.
- Removed shrubbery at the Chapel Hill ABC Store and replaced with shrubbery to meet CPTED requirements.
- Installed new shrubbery at the renovated CJRC house located at 1204 East Club Boulevard.
- Demolished the tractor and equipment shed at Durham County Stadium.
- Planted 4,600 flower bulbs at Durham County facilities that were donated to Keep Durham Beautiful.
- Cleared a 4,500 square feet area of Pine trees and brush at the Sheriff's firing range to be used as a bomb detonation area and installed 80 tons of rock to access the area.



# General Services-Public Buildings

Funds Center: 4190420000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>▽ Expenditures</b>					
Operating	\$5,121,948	\$5,552,756	\$5,197,337	\$4,788,117	\$5,037,927
Capital	\$184,350	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$5,306,298</b>	<b>\$5,552,756</b>	<b>\$5,197,337</b>	<b>\$4,788,117</b>	<b>\$5,037,927</b>
<b>▽ Revenues</b>					
Service Charges	\$553,035	\$536,000	\$493,013	\$536,000	\$536,000
<b>Total Revenues</b>	<b>\$553,035</b>	<b>\$536,000</b>	<b>\$493,013</b>	<b>\$536,000</b>	<b>\$536,000</b>
<b>Net Expenditures</b>	<b>\$4,753,264</b>	<b>\$5,016,756</b>	<b>\$4,704,324</b>	<b>\$4,252,117</b>	<b>\$4,501,927</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## 2008-09 ACCOMPLISHMENTS (continued)

- Replaced signage on all restrooms, janitor closets, electrical rooms and elevator room to meet new Americans with Disabilities Act (ADA) requirements.
- Installed safety strobe lights on all grounds maintenance vehicles.
- Cleared the open trail at New Hope Creek of fallen trees and debris and made repairs to a public boardwalk.
- Total renovation and reseeding of 12,000 square feet of lawn at EMS Facility #2.

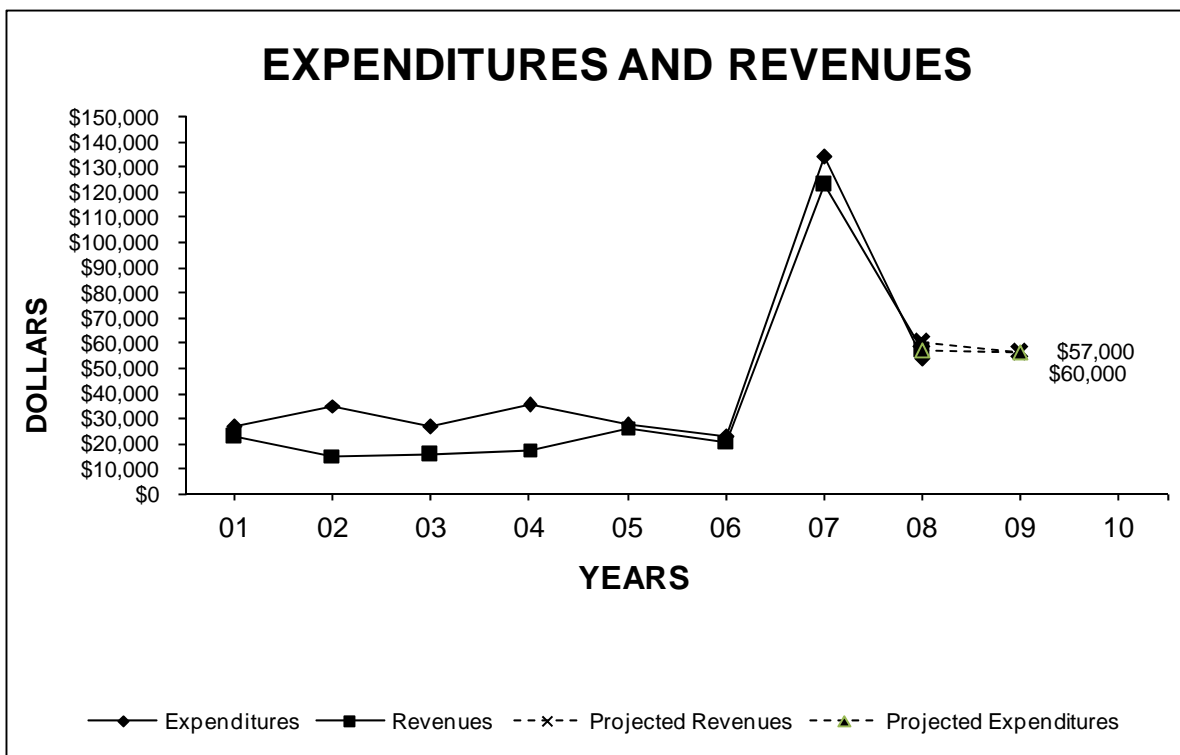
## 2009-10 WORK OBJECTIVES

- Utilize federal stimulus funding by contracting the installation of motion light sensors in all bathrooms and conference rooms throughout county-owned facilities to reduce electrical consumption.
- Utilize federal stimulus funding by contracting the replacement of existing county parking lot light fixtures with light emitting diode (LED) light fixtures to reduce electrical consumption.
- Re-roof lower level connection between the Administrative Complex and the Administrative Annex.
- Install potable water booster pump in mechanical room of the Administrative Complex to provide continuous, sufficient water pressure to the upper floors.
- Fertilize the Administrative Complex, Judicial Building, Main Library, Detention Center and Health Department since contract with TruGreen was terminated for budget reductions.
- Contract the removal of 606 East Umstead Street in accordance with local, state and federal regulations.
- Restripe the Main Library parking lot.
- Clear leased property and install fencing behind the General Services Complex for department vehicle storage.
- Renovate plant beds at Bragtown Library to meet CPTED regulations.
- Replace 17 diseased Maple trees at the General Services Complex.
- Maintain synthetic turf field as required by manufacturer recommendations to be installed at Durham County Stadium.

Performance Indicators	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Estimate	FY 2009-10 Projected
<b>Workload Indicators</b>				
Number Work Orders Processed	5,615	6,282	7,000	7,000
Number of County-owned/County - leased and Operated Square Feet Maintained	1,432,491	1,458,485	1,423,967	1,457,116
<b>Efficiency Indicators</b>				
<b>Cost for Contracted Services</b>	<b>\$1,698,455</b>	<b>\$1,806,871</b>	<b>\$1,822,978</b>	<b>\$1,868,124</b>

## 2009-10 PERFORMANCE MEASURES

**Performance Measure 1:** Stadium Cost – Revenues versus Expenditures



### Story Behind the Last Two Years of Performance

- The Stadium Authority made a slight adjustment in user fees in February 2009 to increase revenue potential.
- Because of normal wear-and-tear, basic maintenance of Durham County Stadium also is increasing.
- The spike in revenues and expenditures represents the short-term stadium renovations funded by Shaw University.
- The graph above reflects the gap between expenditures and revenues closing.
- The CIAA East-West Championship game contributed to an increase in revenue.

### Strategies: What do you propose to do to improve program performance?

- Utilize website and other low-cost advertising to help increase revenue.
- Renovation of the Durham County Stadium, which includes the installation of artificial turf.
- Continue to host the CIAA East-West Championship game.

# GENERAL SERVICES-PEST CONTROL

## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost effective manner.

## PROGRAM DESCRIPTION

The Pest Control Program provides Pest Control Services for county-owned buildings and mosquito control services for areas within the geographical boundaries of Durham County. Activities include regular scheduled spraying of approximately 55 county properties, including ABC stores and Emergency Medical Services (EMS) facilities, for the control of pests and the prevention of mosquito breeding by cutting, clearing, cleaning, larviciding and herbiciding of drainage areas. The program provides public assistance for violation, orders of abatement and educational information under the guidance of the North Carolina Department of Pest Management.

## 2008-09 ACCOMPLISHMENTS

- Treated approximately 136,141 square feet per month of county-owned/county-leased facilities.
- Treated 31,000 linear feet of drainage ditches for mosquito control with 310 briquettes.
- Provided mosquito control services and educational materials to county residents as requested.
- Provided monthly pest control services to approximately 70 county facilities.

Performance Indicators	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Estimate	FY 2009-10 Projected
<b>Workload Indicators</b>				
Square Feet of County Buildings Treated for Pests	1,570,118	1,633,695	1,633,695	1,633,695
Number Linear Feet of Drainage Ditches Treated	28,000	23,400	31,000	40,000

Funds Center: 4190450000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>▽ Expenditures</b>					
Personnel	\$48,973	\$50,344	\$50,300	\$45,954	\$45,954
Operating	\$8,683	\$10,996	\$8,901	\$7,994	\$7,994
<b>Total Expenditures</b>	<b>\$57,656</b>	<b>\$61,340</b>	<b>\$59,201</b>	<b>\$53,948</b>	<b>\$53,948</b>
<b>▽ Revenues</b>					
Intergovernmental	\$5,059	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$5,059</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$52,597</b>	<b>\$61,340</b>	<b>\$59,201</b>	<b>\$53,948</b>	<b>\$53,948</b>
FTEs	1.00	1.00	1.00	1.00	1.00

# GENERAL SERVICES-MAILROOM

## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost effective manner.

## PROGRAM DESCRIPTION

The Mailroom provides the pick-up and delivery of interdepartmental mail and the metering and processing of outgoing mail. Activities in this organization include pick-up, delivery, and processing of United States Postal Service mail; processing FedEx and UPS requests; the pick-up and delivery of incoming and outgoing interdepartmental mail between approximately thirty agencies; the metering and charge-back of postal charges to departments; bulk purchase and distribution of copy paper; and courier services weekly, or as needed, to members of the Board of County Commissioners.

## 2008-09 ACCOMPLISHMENTS

- Continued working to educate users on how to reduce First-Class Mail and maximize presorted mailings.
- Processed 792,150 pieces of pre-sorted and United States Postal Service mail.

Performance Indicators	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Estimate	FY 2009-10 Projected
<b>Workload Indicators</b>				
Number Pieces Presorted Mail Processed	398,668	507,094	521,674	450,000
Number Pieces Other United States Postal Service Mail Processed	258,840	270,476	270,476	250,000
Number Cases Copy Paper Delivered	532	545	545	550

Funds Center: 4190460000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ Expenditures					
Personnel	\$85,230	\$87,230	\$88,752	\$77,985	\$77,985
Operating	\$14,467	\$21,801	\$14,972	\$20,806	\$20,806
<b>Total Expenditures</b>	<b>\$99,697</b>	<b>\$109,031</b>	<b>\$103,724</b>	<b>\$98,791</b>	<b>\$98,791</b>
▽ Revenues					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$99,697</b>	<b>\$109,031</b>	<b>\$103,724</b>	<b>\$98,791</b>	<b>\$98,791</b>
FTEs	2.00	2.00	2.00	2.00	2.00

# Information Technology

Business Area: 4200

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$2,505,063	\$2,654,481	\$2,490,524	\$2,557,336	\$2,609,048
Operating	\$1,537,944	\$2,034,113	\$1,674,661	\$1,680,678	\$1,680,678
Capital	\$0	\$70,860	\$110,119	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,043,006</b>	<b>\$4,759,454</b>	<b>\$4,275,304</b>	<b>\$4,238,014</b>	<b>\$4,289,726</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$4,043,006</b>	<b>\$4,759,454</b>	<b>\$4,275,304</b>	<b>\$4,238,014</b>	<b>\$4,289,726</b>
FTEs	33.15	33.15	34.00	33.00	34.00

## 2009-10 HIGHLIGHTS

- Various operating expenditures were reduced in order to reach the targeted budget reduction.
- Added Computer Systems Administrator II (1.0 FTE), which was moved from the Public Health Department.
- Eliminated a Computer Operator position mid-year (0.15 FTE).

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# INFORMATION TECHNOLOGY

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## MISSION

Plan, implement, and support information technologies for Durham County Government to serve its citizens.

## PROGRAM DESCRIPTION

### Department Purpose

The Information Technology Department provides engineering and support of the Durham County network infrastructure, desktop support, telecommunications support, and applications development and support to the agencies of Durham County Government.

The first priority of the IT Department is to support the existing computers and applications used by county agencies to provide services to Durham County citizens. The goal is to provide a stable, predictable, and reliable computing environment. A second and perhaps more important priority of the IT Department's objectives is to advise, plan, implement, and manage new uses of technology to improve the ability of Durham County agencies to provide effective and efficient services to citizens.

### Organization Description

Information Technology is organized into three divisions, Development and Support, Network Engineering and Support, and Administration.

The Development and Support division consists of a professional staff, including programmers, programmers/analysts, and systems analysts. This group is responsible for the support of existing applications, including Internet and Intranet websites as well as the project management, analysis, design, and programming to define and implement new applications.

The Network Engineering and Support teams are network professionals with certifications from Microsoft and other networking, hardware, and software vendors. They are responsible for designing and supporting Durham County Government's network, network servers, application servers, desktop workstations, and communications. The IT Department's Help Desk is the first-line support, recording and often solving technical network problems and forwarding other trouble reports to appropriate IT Department staff for resolution. This team also is responsible for the day-to-day support of personal computer hardware and software and the coordination of live applications across agencies inside and outside county government.

The Administration group supports the other divisions of the IT Department as well as other county departments through fiscal and contract management; managing purchasing, receivables, and payables processes; recruiting; planning; and budgeting, etc. Administration also is responsible for user relations with all departments, coordination, project management, overall management of all telecommunications services/billing, Internet Phone (IP) equipment configuration/installation, and voicemail configuration/enhancements countywide.

## 2008-09 ACCOMPLISHMENTS

- Established a Microsoft .NET development environment to support a shift to web and mobile applications that can be developed and deployed quickly in-house while minimizing start-up and on-going support costs.
- Initial implementations of virtual servers, reducing hardware and support costs and increasing disaster recovery capabilities.
- Migrated several sites to IP Telephony, increasing bandwidth needed for data services yet reducing overall services costs.
- Brought new facilities on network at Animal Control, The Durham Center and the Waste Water Treatment Plant.
- Created and deployed a password management application, improving staff productivity.
- Oversaw significant application upgrades for Emergency Medical Services, Public Health, Social Services, General Services, and Emergency Management.

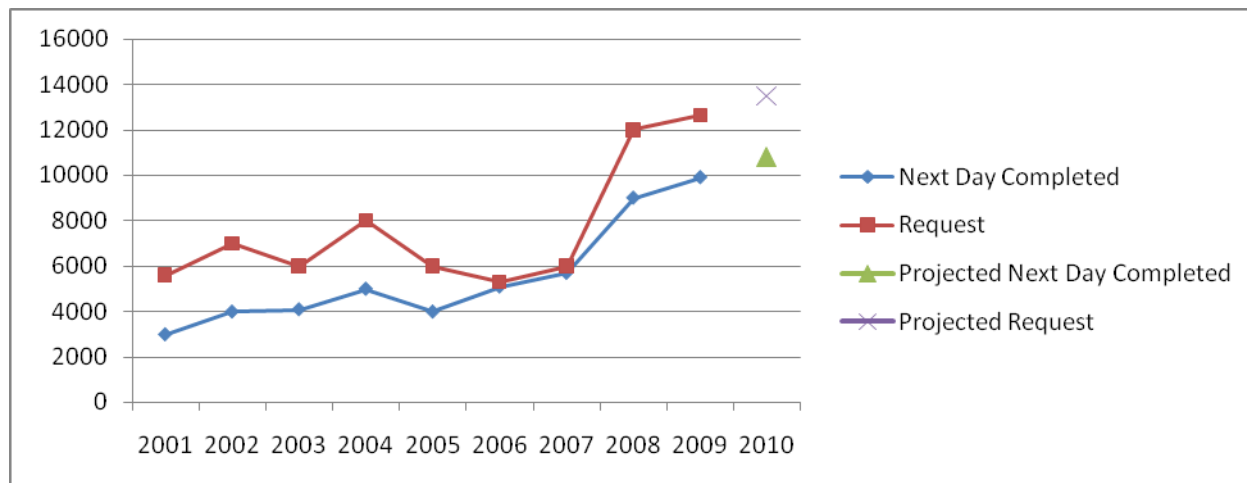
# Information Technology

Funds Center: 4200191000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$2,505,063	\$2,654,481	\$2,490,524	\$2,557,336	\$2,609,048
Operating	\$914,313	\$1,281,050	\$1,160,842	\$987,786	\$987,786
Capital	\$0	\$70,860	\$110,119	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,419,375</b>	<b>\$4,006,391</b>	<b>\$3,761,485</b>	<b>\$3,545,122</b>	<b>\$3,596,834</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,419,375</b>	<b>\$4,006,391</b>	<b>\$3,761,485</b>	<b>\$3,545,122</b>	<b>\$3,596,834</b>
FTEs	33.15	33.15	34.00	33.00	34.00

## 2009-10 PERFORMANCE MEASURES

**Performance Measure 1:** Number of reported failures resolved by the next business day



### Story Behind the Last Two Years of Performance

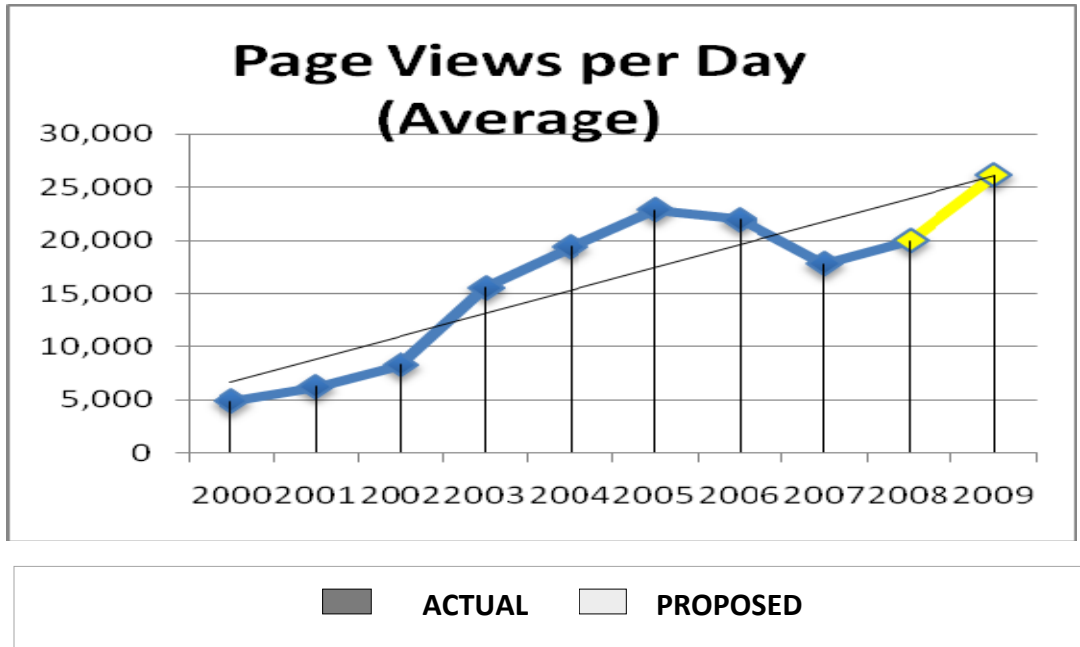
Durham County Government's technology staff consists of more than 30 professionals, including an administrative staff, desktop support, help desk technicians, network administrators, network/security engineers, systems developers, systems analysts, programmers, project managers, and a business manager. Over the years, the staff has grown and changed to meet the requirements for service to departments. In 2000, the Help Desk improved services by implementing a centralized call-tracking and management system. Moreover, the integration, cross training, and utilization of Help Desk and desktop support under a single first-line supervisor further improved service almost four years ago. Also, the integration of Social Services, Library, and Public Health first-level support into the IT Department's Help Desk and desktop support functions also has improved and strengthened the department's ability to provide quality services to users.

### Strategies: What do you propose to do to improve program performance?

The IT Department's Help Desk records and attempts to resolve issues over the telephone. If issues are not resolved, the Help Desk directs them to a manager or supervisor who assigns it to a staff member. The staff member makes contact and resolves the problem. The IT Department's staff responds to calls throughout the county covering the Administrative Complex as well as dozens of outlying and remote sites.

Industry-wide studies done by vendors and universities have demonstrated significant productivity increases through the implementation of more user-friendly technology tools such as pull-down menus, colorization of screens, shared networks, and web access. IT has moved to decentralized processing and, where applicable, to desktop computers in a modern network environment and to web-based applications that permit greater access to services and systems.

**Performance Measure 2: County Internet Website**



**Story Behind the Last Two Years of Performance**

The IT Department uses a website analytic software package to measure usage of various screens, the kinds of county website pages information users seek, and the number and types of views/hits to determine growth. Problems recognized by county employees are identified, measured, and corrected via the Help Desk Remedy System. Feedback from an internal web-based survey which asks users about the ease of use of the website and the quality of the information is used to make improvements. The IT Department’s periodic county-user surveys also are used to identify, correct, and measure problems and effectiveness of enhancements. The county website has experienced continuous growth in the number of pages being accessed since its redesign in 1998. In the 1999 calendar year, the website experienced just 1.4 million page views. By the end of the 2008 calendar year, the county website experienced more than 7 million page views.

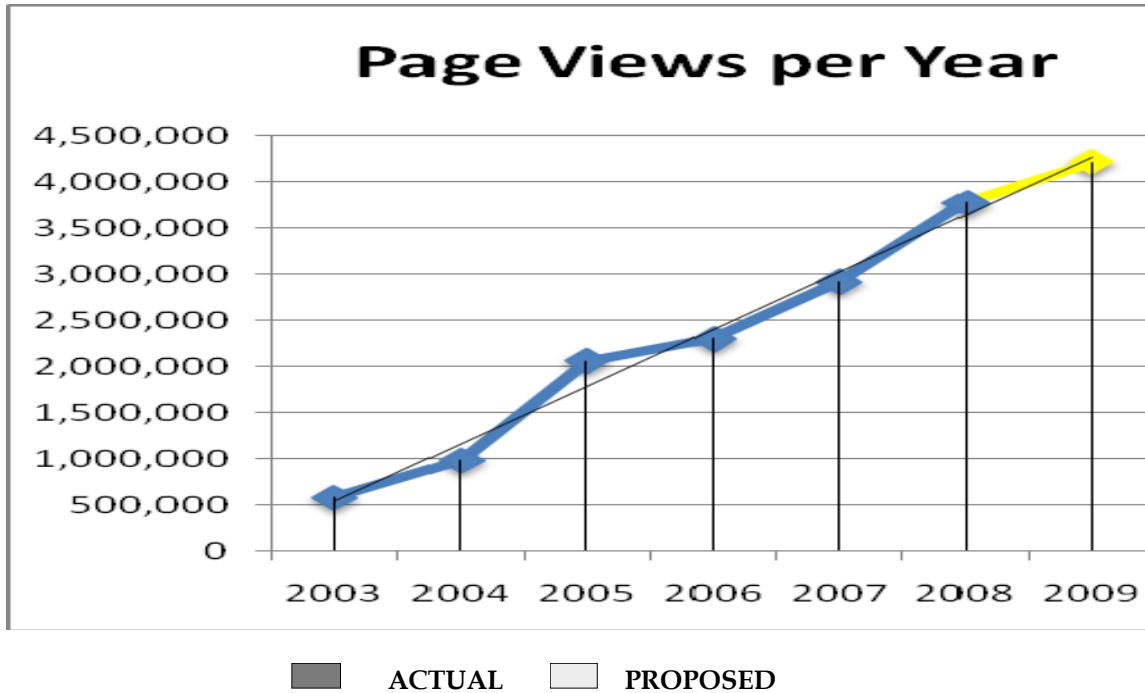
The county’s website has experienced continual growth in the number of page views. The growth in visibility and use of the county’s site exemplifies the need for continual support of the county’s web presence. In 2008, 7,301,292 (up 13% from 2007) page views occurred resulting in 16,788,177 hits on the county website (up 2,610,536 from 2007). Hits represent the total number of requests made to the server during the given time period (month, day, hour, etc.). A hit on the web server can be a graphic, java applet, html file, etc. Page views are the combination of “hits” that make up a single webpage. As such, if a site has 79 small graphics on the page, every view of the page is registered as 80 hits on the server (79 graphics plus the html file). In this case, 80,000 hits translate to just 1,000 views.

**Strategies: What do you propose to do to improve program performance?**

Getting the word out through publicity, fresh data, ease-of-use, relevant and current data, interactive data, and accurate data. The IT Department uses the county feedback and comments portion of the website to keep this service responsive to citizens’ needs.



**Performance Measure 3: County Intranet Website**



**Story Behind the Last Two Years of Performance**

The Durham County Intranet, DCInfo, was established in July 2002 with several purposes. Of importance was the ability to make needed documents and forms centrally available to departmental and countywide employees. Secondly, there was a need to publish information to keep employees informed of news within their departments and across the county. Finally, there was a need for a central site from which to access current and future web-enabled, employee-only applications.

DCInfo was created through the efforts of the IT Department and numerous county departments. Each department has the capability to publish news, forms, and documents either for use by the whole county or for use only within the respective department. The DCInfo homepage lists news stories of general interest to county employees, links to departmental home pages, current weather conditions, and Web Applications, also known as WebApps.

The Department of Social Services has initiated the Training Management Information System (TMIS), which is used by all DSS employees to maintain their required and elective training registrations and course completion. A just-released application is the Pay Viewing System (PVS), which is accessed through WebApps. PVS will be the place where county employees can view their pay stubs for up to the last 12 months. Also under WebApps is an internal application used by the IT Department for the management of the current PC Rollout Project. WebApps also will be used to control access to extranet applications, such as the Community Access Database (CADB).

**Strategies: What do you propose to do to improve program performance?**

The IT Department needs to continue getting the word out and to continuously monitor feedback from the Intranet to ensure employee confidence in data accuracy. System reliability and availability is monitored by the department every day. The IT Department tracks Intranet security and reliability through the use of network software logs and alerts that identify and measure potential security breaches, and the department makes changes as necessary to eliminate the breaches. The Network Engineering and Support division of the department maintains network reliability using special software tools and conducts periodic maintenance off-hours to maintain both security and reliability. The planned outages for maintenance and upgrades are performed off-hours so network availability is not disrupted.

# Voice Communications

Funds Center: 4200192000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$623,631	\$753,063	\$513,819	\$692,892	\$692,892
<b>Total Expenditures</b>	<b>\$623,631</b>	<b>\$753,063</b>	<b>\$513,819</b>	<b>\$692,892</b>	<b>\$692,892</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$623,631</b>	<b>\$753,063</b>	<b>\$513,819</b>	<b>\$692,892</b>	<b>\$692,892</b>
FTEs	0.00	0.00	0.00	0.00	0.00

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# HUMAN RESOURCES

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## MISSION

The mission of Durham County Government's Human Resources Department is to advance organizational goals by recruiting, developing, and retaining excellent employees.

## PROGRAM DESCRIPTION

The Human Resources Department's purpose is to maximize the county's human resources investment by removing barriers to productivity. The HR Department achieves this goal through the following functional programs: (A) Recruitment and Selection – attracting and hiring the best available candidates; (B) Classification and Compensation – maintaining internal equity and external competitiveness; (C) Employee Relations – maintaining an organizational climate conducive to positive and effective communication; (D) Policy Development – ensuring clear, consistent application of processes and procedures; (E) Training and Development – improving and expanding workforce capability and productivity; (F) Benefits Management – ensuring comprehensive, competitive, and cost-effective coverage; (G) Records Management – maintaining an efficient and legal records system; and (H) Performance Review – providing specific feedback to improve performance and reward for results achieved, thereby providing motivation.

## 2008-09 ACCOMPLISHMENTS

- Implemented a donated shared leave program.
- Received special recognition at the BlueCross BlueShield of North Carolina 2008 Annual State of Preventive Health Conference for "Creating a Culture of Wellness" through the county's wellness initiative.
- Sponsored the first Durham County Employee Appreciation Day picnic, celebrating the contributions of all employees in carrying out the county's mission.
- Hosted more than 250 honorees at the Third Annual Employee Service Recognition Luncheon.
- Created and distributed the county's first comprehensive Benefits Booklet for active employees and retirees.
- Introduced the "Planning for Life" financial planning series consisting of 12 topics targeted to assist employees in various stages of their careers.
- Presented North Carolina's National College Savings Program (NC 529 Plan), allowing employees to save for their children's education through payroll deduction.
- Conducted a comprehensive market salary review and implemented recommended adjustments to the county's pay plan.

## 2009-10 WORK OBJECTIVES

- Implement an electronic application system.
- Enhance learning opportunities through an e-solution delivery system.
- Enforce training requirements for all managers and supervisors.
- Develop and implement a comprehensive bilingual recruitment plan.
- Conduct a comprehensive countywide classification study.
- Enhance SAP reporting capabilities for end-users.
- Explore technology for archival of historical employment records.
- Promote the Wellness Initiative to encourage maximum employee participation.

## 2009-10 HIGHLIGHTS

- Eliminated vacant HR Technician position
- Various operating expenditures were reduced in order to reach the targeted budget reduction.

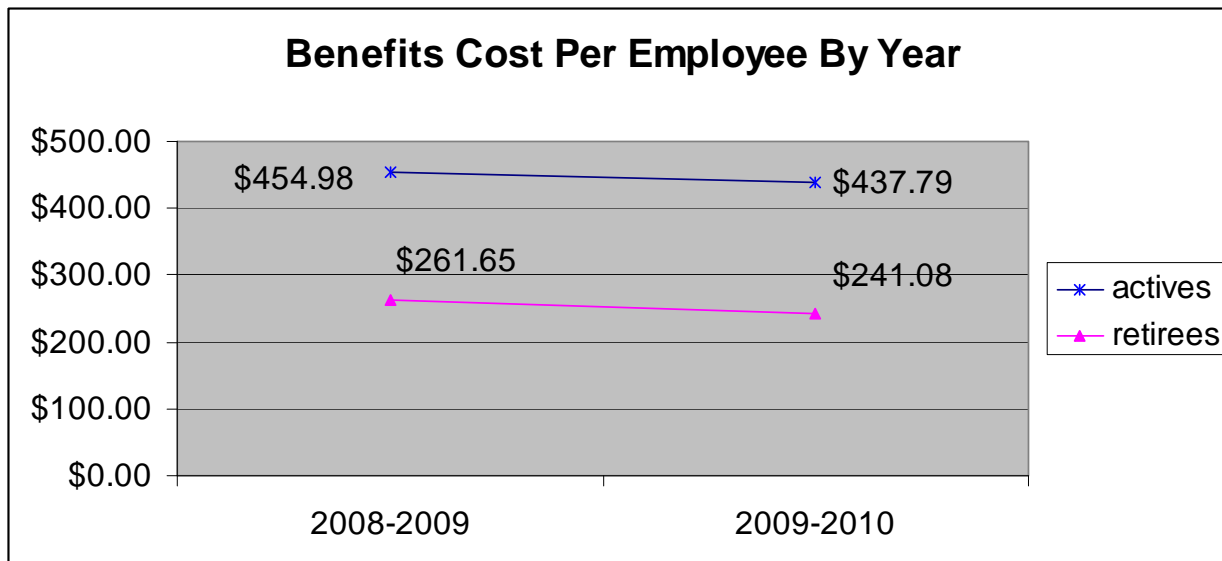
# Human Resources

Funds Center: 4240170000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
∇ Expenditures					
Personnel	\$1,277,826	\$1,370,615	\$1,294,253	\$1,181,737	\$1,226,327
Operating	\$539,688	\$667,009	\$860,114	\$219,301	\$219,301
<b>Total Expenditures</b>	<b>\$1,817,514</b>	<b>\$2,037,624</b>	<b>\$2,154,367</b>	<b>\$1,401,038</b>	<b>\$1,445,628</b>
∇ Revenues					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,817,514</b>	<b>\$2,037,624</b>	<b>\$2,154,367</b>	<b>\$1,401,038</b>	<b>\$1,445,628</b>
FTEs	18.00	18.00	18.00	16.00	17.00

## 2009-10 PERFORMANCE MEASURES

Performance Measure 1: Health Insurance Premiums



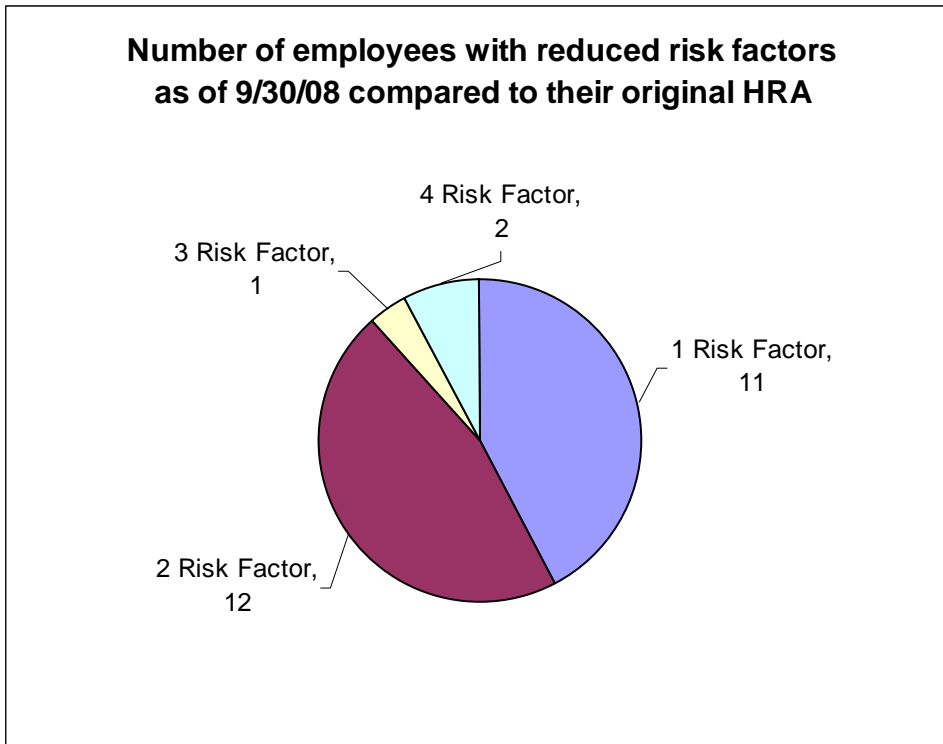
### Story Behind the Last Two Years of Performance

Health insurance rates continue to escalate as the costs of health care rises. While prevention is certainly recognized as the best tool to hold down claim costs, a more involved role by the employer is needed to encourage participation. By providing an incentive to all employees who get an annual Health Risk Assessment (HRA), the county hopes to get employees into the habit of managing their health to minimize, or even eliminate, risk factors that can cause high blood pressure, high cholesterol or diabetes. This, in turn, can help the county better contain its insurance costs while sustaining the health of employees, minimize absenteeism, and improve productivity.

### Strategies: What do you propose to do to improve program performance?

Improve employees' health by:

- Depositing \$100 in a Medical Flexible Spending Account for employees who get an annual HRA in Fall 2009.
- Sponsoring biannual offerings of the state-produced, 12-session curriculum Eat Smart, Move More, Weigh Less; biannual Slim Down Contests; and support groups during the workday to encourage and assist employees in managing their health.
- Promoting utilization of BlueCross Blue Shield of North Carolina's wellness and disease management resources available as a part of the county's health insurance plan in the HR Department's new monthly newsletter.



*Of the employees who manage their health risks through the Wellness Clinic, 26 decreased their number of risk factors in the period June 3, 2007 to September 30, 2008.*

**Performance Measure 2:** Positions Recruited versus Positions Filled

During the period January to December 2008:\*

- 362 new positions were recruited; and
- 495 positions were filled\*\*

(Note: A position filled in 2008 may have been posted in 2007.)

**Story Behind the Last Two Years of Performance**

Several variables affect recruitment time:

- Lack of an online recruitment process.
- Competition for hard-to-fill positions.
- Ability of hiring officials in departments to focus on recruitment efforts.

Benchmarks used to examine positions recruited and filled:

- Average number of workdays from the HR Department’s receipt of selection packet to notification to department of approval is 4.9 days.
- Average number of workdays from selection approval notification to Entry on Duty (EOD) is 7.9 days.

These statistics were tracked to assess the Employment Services Division’s effectiveness in filling positions in a timely manner. As the HR Department continues moving toward its goal of implementing an electronic application process through SAP, the department is confident that once implemented this system will enable it to significantly streamline the recruitment process and processing times. This initiative will mean greater improvement in recruitment outcomes as well.

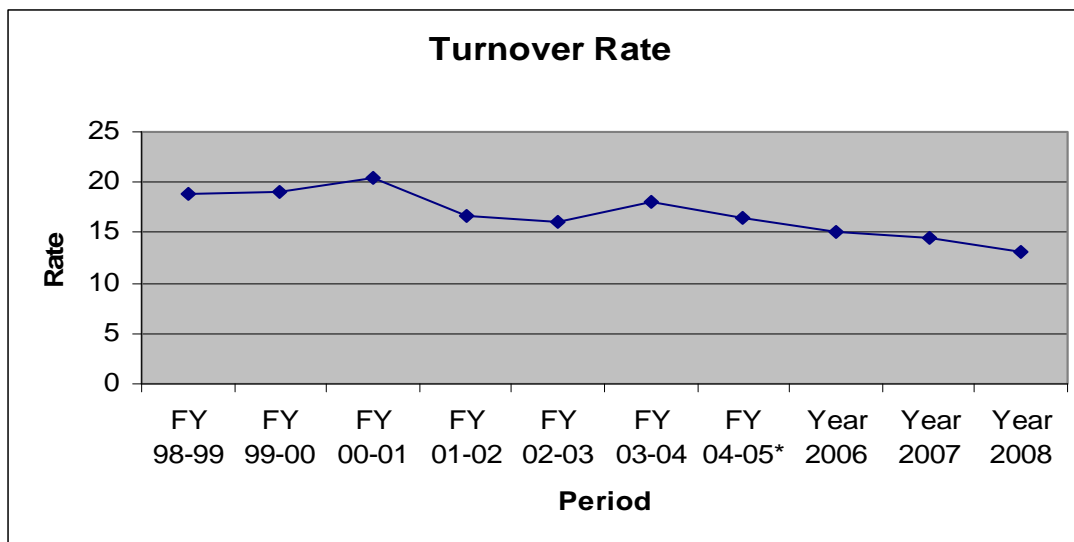
**Strategies: What do you propose to do to improve program performance?**

- Examine best practices for recruitment and retention for re-engineering county processes.
- Proactively assist hiring authorities with posting, screening and interviewing for “best fit” applicants.
- Increase outreach to the Latino community and implement a comprehensive bilingual recruitment plan to assist departments with specific recruitment needs to service limited English proficient clients and customers.
- Develop a standardized, enhanced internship program applicable countywide.
- Promote Durham County Government as an employer of choice.

\*For this report, the HR Department modified the parameters for measurement from fiscal year to calendar year. Migrating to this method will mean that the department's reporting will reflect a full calendar year.

\*\*Positions filled include those for which the vacancy was posted at any time during the past or current year, but for which the hire occurred in 2008.

**Performance Measure 3: Turnover Rate**



Due to the 2005 conversion of the automated system to SAP, the HR Department does not have complete data for FY 2004-05. The department projected the turnover rate based on the available data for the fiscal year. Previous data reported does trend toward the projected decrease. Current data, previously tracked on a fiscal year basis, now is being tracked on a calendar year.

**Story Behind the Last Two Years of Performance**

Although the recent economic downturn has highlighted the costs associated with lost jobs, the consequences of such losses have helped stabilize staff retention. This coupled with the county's commitment to offer competitive salaries and provide an employee-friendly work environment have had a positive impact on the county's turnover rate. The turnover rate for calendar year 2008 was approximately 13%. This represents a 1.5% decrease from calendar year 2007.

Since the original story, significant measures were implemented which had a positive impact on the turnover rate, including the following:

- Implementation of a comprehensive compensation strategy to pay employees at market rate and maintain a competitive pay structure.
- Responsiveness to compensation and internal equity issues.
- Supervisory training on effective interviewing and retention techniques.
- More HR Department involvement with hiring authorities on effective recruitment strategies.
- Award of Substantial Equivalency by the North Carolina Office of State Personnel, which allows flexibility in establishing job requirements.
- Implementation of flexible work schedules, telecommuting, job sharing and other opportunities to ensure work and family life balance.

**Strategies: What do you propose to do to improve program performance?**

- Target classifications with high turnover rates and develop a plan to address issues.
- Continue to expand flexible work schedule efforts thus creating an employee-friendly work environment.
- Whenever possible, assist departments with providing career growth opportunities and stress the need for cross-training employees.
- Work with hiring officials to ensure new hires are the right fit for the job and organization.
- Explore and assist departments with succession planning.
- Continue to work with departments to ensure positions are properly classified and employees are compensated for duties performed.
- Challenge employees to grow both personally and professionally.

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# BUDGET AND MANAGEMENT SERVICES

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## MISSION

The Budget Department is responsible for the efficient and accurate preparation and day-to-day administration of the annual operating budget in accordance with North Carolina General Statute 159. The mission of the Management Services Department is to provide technical and professional support and assistance to the County Manager and county departments.

## PROGRAM DESCRIPTION

The responsibilities of Budget and Management Services include overseeing the annual budget process, assisting departments with preparation of their budgets, analyzing all budget requests, and preparing the County Manager's annual recommended budget. In addition, the Budget Department prepares and maintains the county's Capital Improvement Plan; performs management analyses and program evaluations for the County Manager, Board of County Commissioners, and county departments; and oversees the administration of the county's operating budgets. The Management Services Department also provides revenue and fee analyses, conducts customer service surveys, provides budget and administration support, performs cost reduction and performance review analyses, and coordinates the County's Nonprofit Agency Funding Program and administers other grant programs.

## 2008-09 ACCOMPLISHMENTS

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Prepared the annual operating budget for public distribution.
- Placed the county's Recommended and Approved Budget documents on the county's website for public access – [http://www.co.durham.nc.us/departments/bdmg/Budgets/Fiscal\\_Budget\\_Information.html](http://www.co.durham.nc.us/departments/bdmg/Budgets/Fiscal_Budget_Information.html).
- Prepared three quarterly reports for the Board of County Commissioners, County Manager and management staff, monitoring departmental revenues and expenditures during the year.
- Prepared an updated budget manual and other materials distributed to departments and agencies on schedule. Placed budget manual on the county intranet site for convenience and cost effectiveness.
- Updated the county's 10-year Capital Improvement Program.

## 2009-10 HIGHLIGHTS

- Reduced staff by one budget analyst.
- Implemented an online application process for the Nonprofit Agency Funding Program.



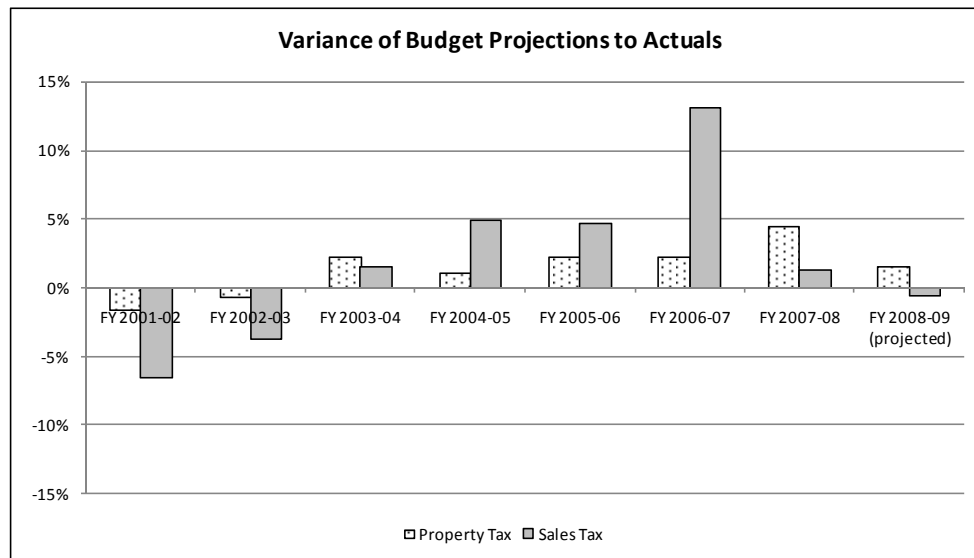
# Budget and Management Services

Funds Center: 4250134000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
∇ Expenditures					
Personnel	\$509,533	\$556,661	\$509,366	\$473,082	\$473,082
Operating	\$24,990	\$41,901	\$22,083	\$45,290	\$45,290
<b>Total Expenditures</b>	<b>\$534,524</b>	<b>\$598,562</b>	<b>\$531,449</b>	<b>\$518,372</b>	<b>\$518,372</b>
∇ Revenues					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$534,524</b>	<b>\$598,562</b>	<b>\$531,449</b>	<b>\$518,372</b>	<b>\$518,372</b>
FTEs	6.00	6.00	6.00	5.00	5.00

## 2009-10 PERFORMANCE MEASURES

**Performance Measure 1:** Measure and monitor the accuracy of property and sales tax revenue projections.



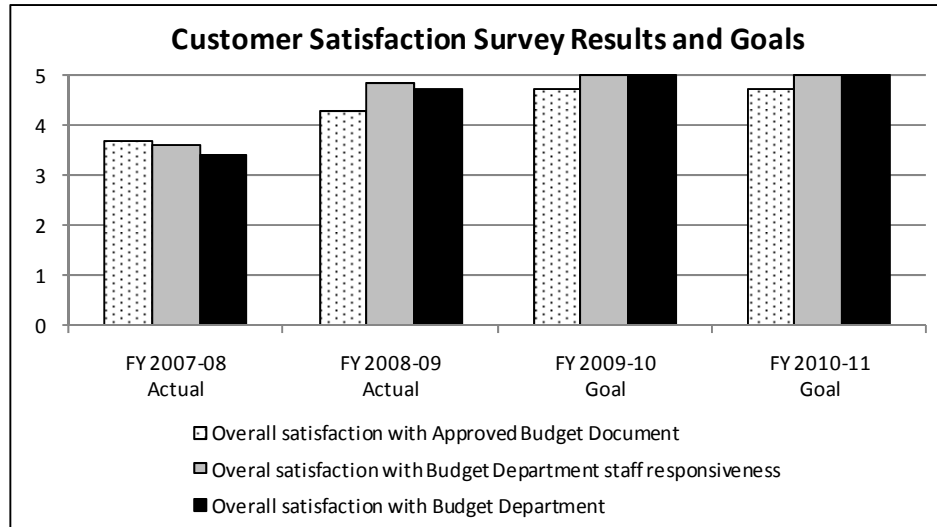
### Story Behind the Last Two Years of Performance

- From FY 2003-04 to FY 2006-07, Durham County experienced an upward trend in sales tax collections. In FY 2007-08, sales tax revenue was budgeted to reflect these trends; however, Durham County began experiencing the economic downturn and sales tax revenues began to lag. In anticipation of a sluggish economy in FY 2008-09, more conservative forecasting was used to estimate sales tax revenues – 1% growth for the Local Option Sales Tax (Article 39) and 2% for statewide collected sales taxes (Articles 40 and 42). Also, new state Medicaid legislation affected the amount of sales tax Durham County collected in FY 2008-09 as well as the amount it will collect in future years. Starting in October 2008, half of the Article 44 sales tax went to the state to support its taking over Medicaid costs, while a portion of the county’s Article 39 sales tax collection went to the City of Durham, keeping the city “held harmless” in relation to changes in sales tax collections.
- Beginning in FY 2002-03, the Budget Director, along with the Tax Administrator, Tax Assessor, Tax Collector, and Finance Director have met to determine a final recommendation on property tax estimates for the upcoming year. This workgroup, directed by the Board of County Commissioners, reviews projections to ensure reasonable estimates for the preparation of the upcoming year’s budget. Through May 2009, current year property tax collections exceeded budget.

**Strategies: What do you propose to do to improve program performance?**

- Continue to monitor local and regional trends in sales tax to ensure continued accuracy in budgeting these revenues.

**Performance Measure 2:** Gauge satisfaction of the Budget and Management Services’ internal customers through a customer satisfaction survey.



**Story Behind the Last Two Years of Performance**

- In FY 2008-09, Budget and Management Services redesigned its annual budget survey to more accurately capture the satisfaction of the department’s internal customers. The 10-question survey was administered electronically using a web-based survey tool. Fifty-four Durham County Government employees, including department heads and other employees responsible for budget preparation, were invited by e-mail to take the survey anonymously in October 2008. Within the four-week survey period, 32 of the 54 employees invited to take the survey, or 59.2%, completed all or a portion of the survey.
- The above graph shows actual and goal numbers based on a one-to-five scale, with one indicating low satisfaction and five indicating high satisfaction. As the graph reflects, in FY 2008-09 the Budget and Management Services Department made significant improvements in overall satisfaction with the Approved Budget Document, with Budget Department staff responsiveness and with the Budget Department in general.
- Recognition by the GFOA with a Distinguished Budget Presentation Award for the FY 2008-09 document is seen as a measure of good service delivery, benchmarking Durham County against other jurisdictions.
- Timely presentation of recommended budget documents and approved documents has occurred every year.

**Strategies: What do you propose to do to improve program performance?**

- Use the survey information to identify areas for improvement.
- Continue to distribute the redesigned survey annually so that qualitative data can be compared over time.
- Encourage more surveys to be completed to increase the response rate and expand pool of qualitative suggestions and comments.
- Create an external customer survey to be placed on Durham County’s website.
- Timely and accurate processing of budget amendments which go before the Board of County Commissioners.
- Timely and accurate processing of budget transfers will ensure that departments have funds properly budgeted to move forward with their services.
- Continue to work with county departments to help improve the county’s results-focused approach to budget accountability through the Results Based Accountability program (RBA).

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# VETERANS SERVICES

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## MISSION

The mission of the Veterans Services Office in Durham County is to assist veterans, their spouses and their dependants with claims and benefits that are offered to veterans, spouses, and their dependants from local, state, and federal sources.

## PROGRAM DESCRIPTION

The Veterans Services Office's primary rule is to give assistance at all levels to veterans, their spouses and their dependants, addressing problems with the Veterans Administration and occasionally outside organizations. The Veterans Services Office counsels veterans and/or their family members on veterans' rights and benefits offered by the federal, state, and local governments.

This office assists in the preparation of forms and supporting documents necessary to file claims. The Veterans Services Officer is an accredited representative of Durham County and assumes responsibility for the conscientious development and presentation of cases in which he holds power of attorney.

By law, the Veterans Services Officer must provide true statements and evidence subject to proscribed penalties under failure to do so. Aside from the letter of the law, a representative is bound by serious ethical considerations of fair dealing between the claimant, the claimant's representative (Veterans Services Officer) and the government.

## 2009-10 HIGHLIGHTS

- Increased community connections to provide information on housing for homeless and disabled veterans at new facilities.

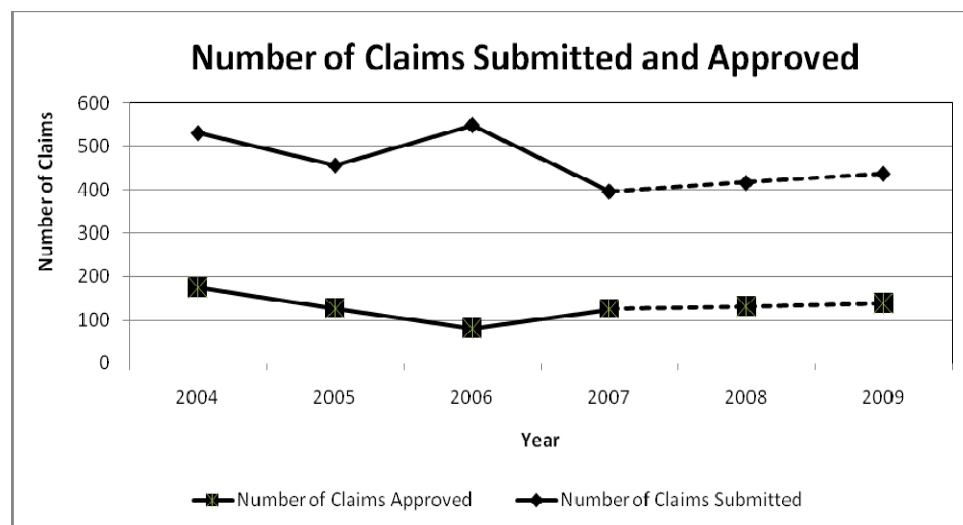
# Veterans Services

Funds Center: 4260160000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$76,411	\$98,604	\$98,627	\$76,778	\$90,327
Operating	\$4,862	\$7,014	\$4,978	\$7,010	\$6,010
<b>Total Expenditures</b>	<b>\$81,273</b>	<b>\$105,618</b>	<b>\$103,605</b>	<b>\$83,788</b>	<b>\$96,337</b>
<b>Revenues</b>					
Intergovernmental	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Revenues</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Net Expenditures</b>	<b>\$79,273</b>	<b>\$103,618</b>	<b>\$101,605</b>	<b>\$81,788</b>	<b>\$94,337</b>
FTEs	1.50	2.00	2.00	1.70	2.00

## 2009-10 PERFORMANCE MEASURES

Performance Measure 1: Number of Claims Submitted and Approved



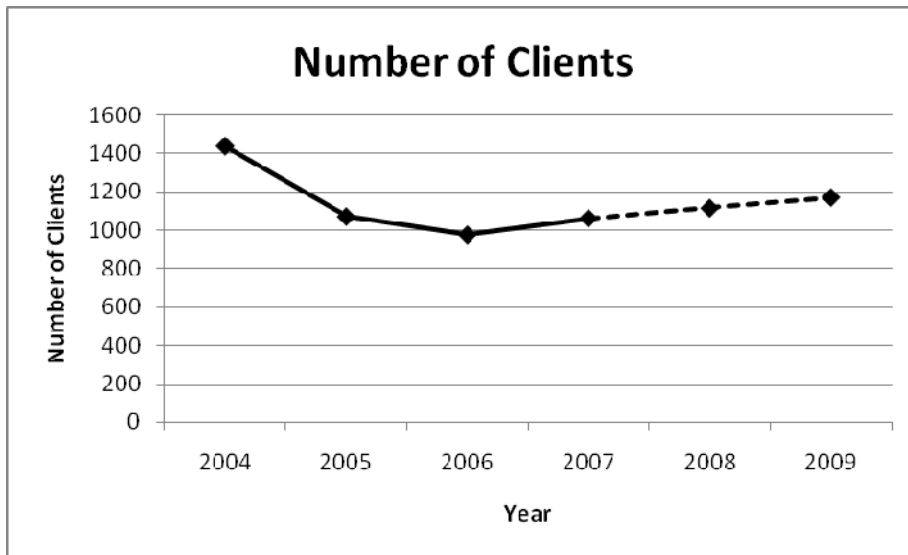
### Story Behind Last Two Years of Performance

- The processing of claims times has significantly increased over the past year due to the increasing veteran population.
- The Veterans Administration Regional Office (VARO) has separated the processing centers and the call centers which has made the process more difficult for veterans to retrieve claim updates.
- This office has experienced an increasing number of calls and veterans needing services due to the economic downturn resulting in veterans losing their jobs along with health care benefits, veterans returning from Operation Iraqi Freedom and Operation Enduring Freedom, and new tax exemption benefits.

### Strategies: What do you propose to do to improve program performance?

- Change to incoming mail system to track updates on veterans claims.
- The office has a new appointment system that allows veterans with mobility restrictions or unable to take off time from work to make less frequent visits to the office. This new system also allows more new veterans to receive services.
- More research is being done to keep up with frequent updates on veterans' affairs programs dealing with the Veterans Health Administration, education programs, and claims processing.

**Performance Measure 2: Number of Clients Served**



**Story Behind Last Two Years of Performance**

- Increase in attendance of meetings and activities to gain more training on how to effectively help homeless, incarcerated and veterans with mental and physical impairments.

**Strategies: What do you propose to do to improve program performance?**

- Implement new tracking system that will allow a timeline of events of veterans office visits, telephone calls, claim updates and other correspondence.

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# GEOGRAPHIC INFORMATION SERVICES

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## MISSION

To provide a quality service that improves our customers' productivity and decision making process through the use of technology, efficient system configuration, network and database management, customized and acquired applications, and training.

## PROGRAM DESCRIPTION

The Geographic Information Services team is responsible for coordinating and managing overall countywide geographic information systems (GIS) operation. It also is responsible for system management, database management, technical support, application development and training. The GIS team operates under the Interlocal Cooperation Agreement, which was amended in December 2005, and provides service to all City of Durham and Durham County departments. Thirty four departments/agencies currently have the capability of accessing GIS databases. They are:

Animal Control	Board of Elections
City Budget	City Clerk
City Finance	Cooperative Extension
County Engineering	Durham Area Transit Authority (DATA)
Durham Public Schools	Economic Development
Emergency Communications	Emergency Management
Emergency Medical Services	Environmental Health
Fire Administration	Fire Marshal
Forest Protection	General Services
Inspections	Library
Parks and Recreation	Planning
Police	Public Health
Public Works	Register of Deeds
Sheriff	Social Services
Soil and Water Conservation	Solid Waste Management
The City Attorney's Office	The City Manager's Office
The Tax Assessor's Office	Water Management

## 2008-09 ACCOMPLISHMENTS

- Assisted the Environmental Health Department in the effort to collect well and septic information.
- Completed the implementation of Workflow Automation System enhancements.
- Modified the database and the Present Land Use system application for the Tax Assessor's Office.
- Reviewed and finalized the Data Distribution policies and fee structure.
- Assisted with Durham Public Schools' student reassignment project.
- Worked with the Emergency Communications Department in its efforts to obtain a geo-referenced aerial, oblique imagery, and Pictometry software solution through a grant from the United States Department of Justice.

## 2009-10 HIGHLIGHTS

- To meet the targeted budget reduction, 0.5 FTE of one position will be shifted to City of Durham projects only outside of the GIS Department. The impact will be that some Durham County projects will see delays in development. Additionally, various operational expenditures also were reduced.



# Geographic Information Services (GIS)

Business Area: 4270

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
<b>Expenditures</b>					
Operating	\$392,232	\$368,570	\$368,570	\$346,799	\$341,932
<b>Total Expenditures</b>	<b>\$392,232</b>	<b>\$368,570</b>	<b>\$368,570</b>	<b>\$346,799</b>	<b>\$341,932</b>
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$392,232</b>	<b>\$368,570</b>	<b>\$368,570</b>	<b>\$346,799</b>	<b>\$341,932</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## 2009-10 OBJECTIVES

- Maintain accessibility to the GIS databases above 99%.
- Develop a new GIS interface to redevelop GIS web applications to improve user productivity and public access to the GIS information.
- Continue focusing on providing training to assist users with GIS technology in day-to-day operations.
- GIS data integration and process automation for various city departments through the data warehousing and business intelligence implementation.
- Complete the implementation of an Automated Vehicle Locator system.

The GIS team will continue to focus on process automation and web-based application development using the software it purchased in FY 2006-07.

Performance Indicators	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Estimate	FY 2009-10 Projected
<b>Workload Indicators</b>				
Number of GIS users (+ any users with web access can use GISmo web application)	380+	380+	380+	380+
Number of GIS service requests	399	400	310	300
<b>Efficiency Indicator</b>				
Percent of requests for products or services delivered within the periods specified in the customer service standard	97.19%	95%	98.4%	95%
<b>Effectiveness Indicator</b>				
Percent of GIS applications developed within specified time and according to requirements	100%	99.5%	100%	99.5%

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# SAP SHARED SERVICES

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## MISSION

The mission of the SAP Shared Services Department is to provide a centralized point of contact for all issues relating to SAP systems development, support, service and planning.

In support of this mission, SAP Shared Services goals are:

- Provide leadership in planning for the effective use of the SAP application system.
- Provide centralized management of SAP support to our users, which are efficient, responsive, courteous and cost effective.
- Effectively coordinate services with other application providers.
- Assist users in obtaining information about support alternatives that fall outside of those provided by the department.

## PROGRAM DESCRIPTION

The SAP Shared Services Department consists of a staff of eight, logically grouped by their specialized area of support.

The SAP Help Desk is the central point of contact for the SAP Shared Services Department. The SAP Help Desk personnel provide first-level assistance with initial SAP system set up, administration of employee user IDs and the creation and assignment of work items to the department's second-level support personnel.

The technical specialties include Advanced Business Application Programming (ABAP), basis administration, SAP security administration, workflow management, business warehouse and portal administration. These team members provide critical "behind the scenes" support to ensure the SAP and Employee Portal systems function properly and are accessible by county employees.

The functional specialties include Financial, Payroll, Human Resources and related disciplines such as Budgeting, Funds Management, Grants Management and Procurement.

## 2008-09 ACCOMPLISHMENTS

- Help Desk ticket resolution – Completed 99% of all tickets opened for the current fiscal year.
- Completed necessary upgrades and updates for ongoing maintenance.
- Implemented the required changes for 2009 benefits enrollment.
- Implemented all required changes for external access to the Human Resources Department's online employment application.
- Created the Customer Service Improvement Team.
- Implemented the donated shared leave program.
- Completed the license audit – Durham County is in compliance.
- Hired the Portal Administrator – Completed the outstanding work items related to the portal which has positioned the county to expand its functionality.

## 2009-10 HIGHLIGHTS

- The approved budget includes funding for a partial year's lease at the Eligibility Building. The SAP Shared Services Department's staff will be relocated to this space to free up needed office space on the fifth floor of the Administrative Complex.
- Various operating expenditures were reduced in order to reach the targeted budget reduction.

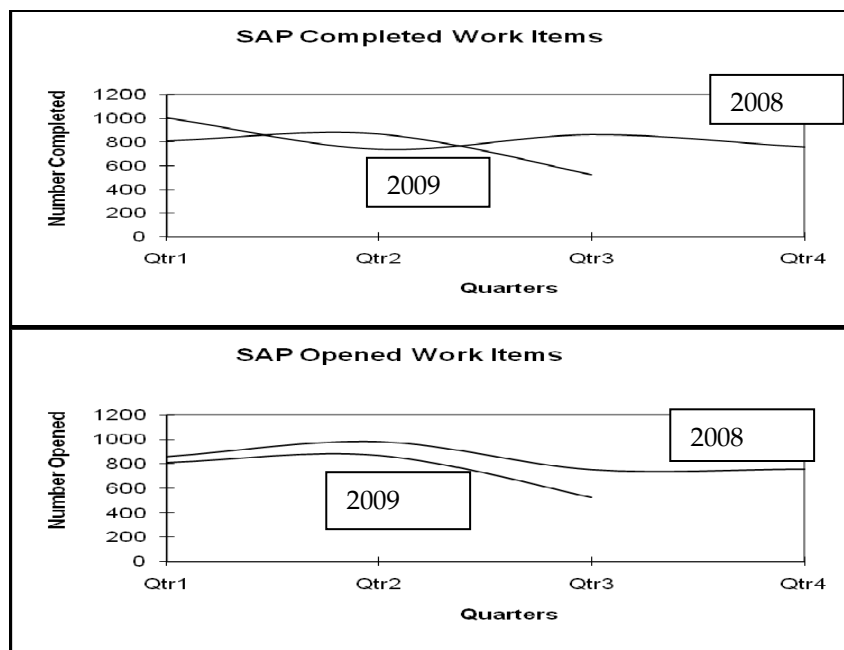
# SAP Shared Services

Funds Center: 4280100000

Summary	2007-2008 Actual Exp/Rev	2008-2009 Original Budget	2008-2009 12 Month Estimate	2009-2010 Department Requested	2009-2010 Commissioner Approved
▽ Expenditures					
Personnel	\$677,151	\$941,682	\$770,468	\$813,799	\$873,767
Operating	\$136,194	\$364,125	\$345,040	\$201,696	\$229,830
<b>Total Expenditures</b>	<b>\$813,345</b>	<b>\$1,305,807</b>	<b>\$1,115,508</b>	<b>\$1,015,495</b>	<b>\$1,103,597</b>
▽ Revenues					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$813,345</b>	<b>\$1,305,807</b>	<b>\$1,115,508</b>	<b>\$1,015,495</b>	<b>\$1,103,597</b>
FTEs	8.00	9.00	9.00	8.00	9.00

## 2009-10 PERFORMANCE MEASURES

Performance Measure 1: Resolution of SAP Help Desk work items



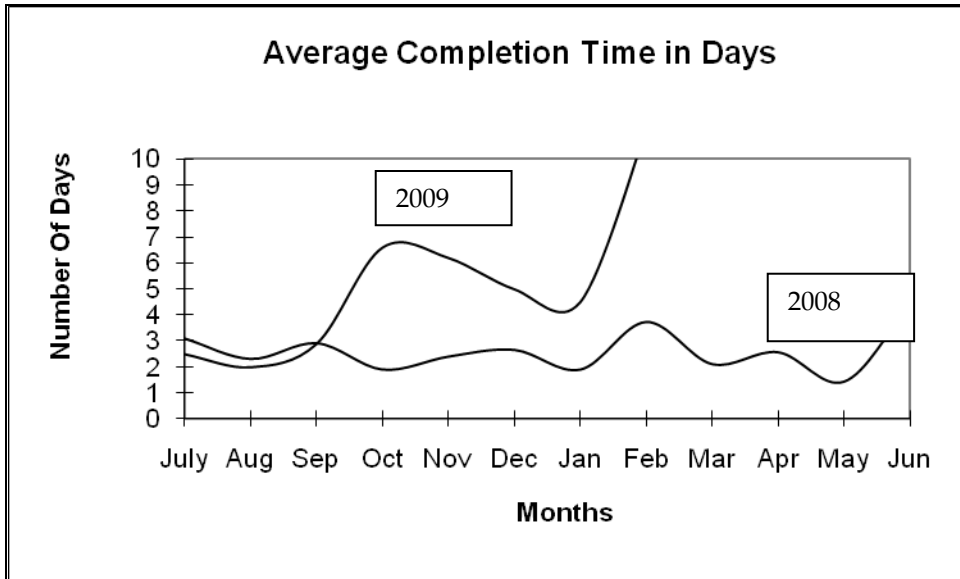
### Story Behind the Last Year of Performance

Work Item Comparison	2008	2009
Opened	3,363	2,201
Closed	3,372	2,209

During the first year in operation, the department experienced a high volume of calls primarily as a result of the user community being unfamiliar with and still learning SAP.

- 99% closure of all open work items.
- Current year, after the same nine-month period, fewer work items were opened.
  - Users' comfort level is increasing as they perform their day-to-day tasks.
  - Resolved more issues with the department's first line of support on the SAP Help Desk.
  - The department is able to focus on more challenging items and work to bring those to completion.

**Performance Measure 2:** Employee customer service

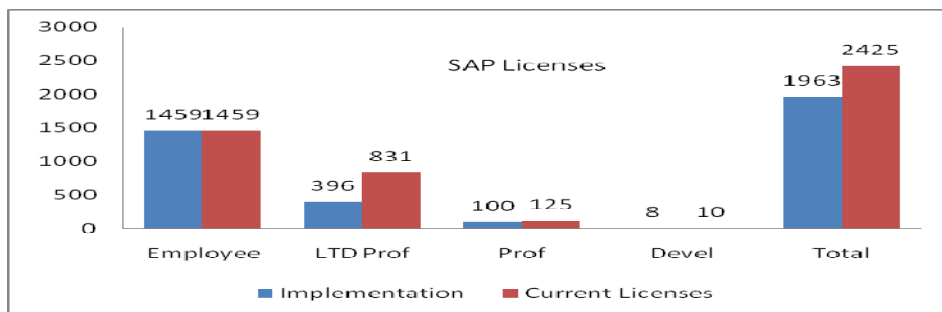


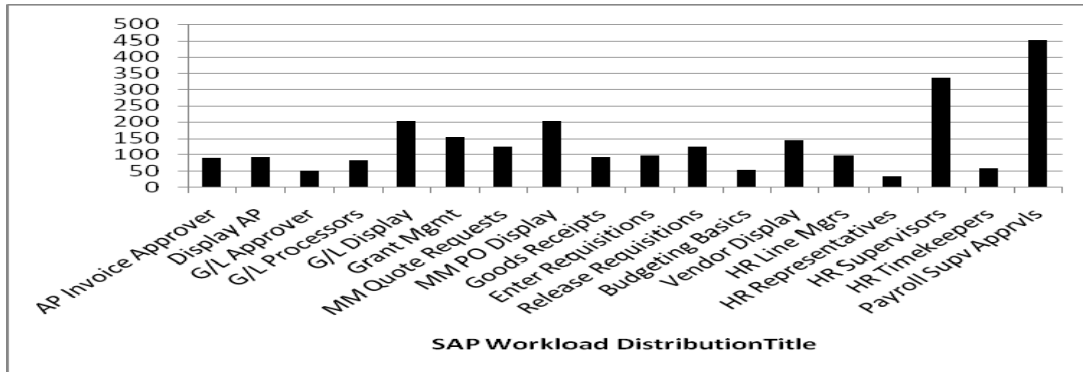
**Story Behind the Last Year of Performance**

The department’s average time to resolve a work item has increased from 2.62 days to 5.1 days.

- Ongoing analysis of current SAP Help Desk processes resulted in positive changes that will streamline ticket completions.
- Formation of the Customer Service Improvement (CSI) team resulted in better communication between all team members resulting in the successful completion of several older outstanding work items.
  - The department’s goal is for the CSI team to meet with the user community giving it a chance to gain a better understanding of SAP functionality and Durham County processes and the impact internal processes have on SAP.
  - Review of training documentation of existing processes is in progress and changes are being made to reflect current functions.
- The department expects the average completion time to increase as it addresses the more highly complex work items, whether they are new or existing.
  - To accurately gauge the completion of work assignments the department will reclassify into categories to distinguish the complexity of the work being performed: Type 1: Customer Support Services – less than one week completion time; Type 2: Configuration/Development – at least a week, but less than a month, completion time; Type 3: Projects – more than 30 days completion time. This metric would then become what percentage of tickets is completed within the default timeframe. The department’s goal is to accentuate the added value of SAP Shared Services to Durham County.

**Performance Measure 3:** SAP license compliance/SAP workload distribution





### Story Behind the Last Year of Performance

- The department's 2008 audit revealed the county was out of compliance in the area of the limited professional licenses. The license audits emphasize how much the county utilizes SAP.

Type	Implementation	Current Licenses
Employee	1,459	1,459
Limited Professional	396	831
Professional	100	125
Development	8	10
<b>Total</b>	<b>1,963</b>	<b>2,425</b>

- As the department moves forward, it will address and provide trending data regarding the continued expansion of the workload distribution within SAP.
  - The department will remain in compliance with its SAP license allocations.
  - The benefits of the expanded license allocation increased the decentralization of daily activities and allowed key support personnel to focus their attention upon the exceptional issues.
  - As the department institutes position-based authorizations, a thorough assessment of the position description and job functionality will become a part of the process for determining system access.
- The department will continue to expand existing functions to reside on the portal so it can achieve a single point of entry for all SAP tasks to improve process efficiencies and the R/3 component will continue to operate as the engine for all of SAP.

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